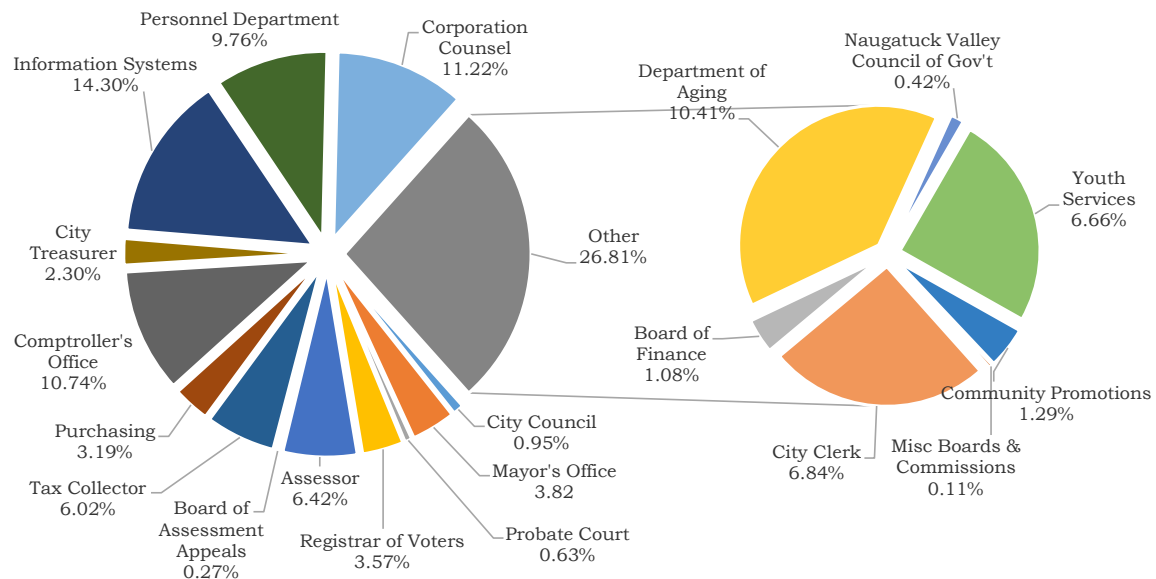


**Program Summaries-
General Government**

**CITY OF BRISTOL, CONNECTICUT
2017-2018 BUDGET
GENERAL FUND EXPENDITURE SUMMARY FOR GENERAL GOVERNMENT**

ORGCODE	DESCRIPTION	2016 ACTUAL EXPENDITURE	2017 ORIGINAL BUDGET	2017 REVISED BUDGET	2018 BUDGET REQUEST	2018 JOINT BOARD
0011010	CITY COUNCIL	\$58,177	\$57,960	\$57,960	\$58,920	\$58,920
0011011	MAYOR	220,970	241,795	243,795	237,640	237,640
0011012	PROBATE COURT	35,132	40,150	47,323	38,950	38,950
0011013	REGISTRARS OF VOTERS	265,545	252,510	253,670	231,945	221,945
0011014	ASSESSORS	375,850	396,650	454,095	398,745	398,745
0011015	BOARD OF ASSESSMENT APPEALS	4,858	5,295	5,295	16,625	16,625
0011016	TAX COLLECTOR	333,264	368,660	373,060	374,260	374,260
0011017	PURCHASING	181,665	193,600	196,250	198,420	198,420
0011018	COMPTROLLER	629,991	656,820	656,820	665,970	666,970
0011019	TREASURER	114,261	146,285	148,080	142,775	142,775
0011020	INFORMATION SYSTEMS	860,954	882,375	898,215	960,030	888,230
0011021	PERSONNEL DEPARTMENT	593,956	588,135	620,070	606,185	606,185
0011022	CORPORATION COUNSEL	552,005	615,985	720,657	697,315	697,315
0011023	CITY CLERK	393,508	418,760	423,495	424,785	424,785
0011024	BOARD OF FINANCE	62,533	66,350	66,350	66,970	66,970
0011026	HOUSING CODE BOARD OF APPEALS	266	475	475	455	455
0011027	DEPARTMENT OF AGING	639,375	650,645	654,620	646,530	646,530
0011028	DOWNTOWN CORPORATION	30,000	0	0	0	0
0011030	NAUGATUCK VALLEY COUNCIL OF GOV'T	25,824	26,490	26,490	25,830	25,830
0011031	YOUTH SERVICES	425,684	406,220	455,128	414,020	414,020
0011033	INTERDISTRICT COOP PROGRAM	76,024	0	68,826	0	0
0011034	COMMUNITY PROMOTIONS	58,412	30,000	43,866	80,000	80,000
0011041	BOARDS AND COMMISSIONS	4,452	7,600	7,600	7,050	7,050
TOTAL GENERAL GOVERNMENT		\$5,942,706	\$6,052,760	\$6,422,140	\$6,293,420	\$6,212,620

General Government



CITY COUNCIL

Service Narrative

The City Council consists of six members and the Mayor, elected at large. The City Council is elected on a partisan basis, by district, to a two-year term. The City Council is responsible for, among other things, passing ordinances, adopting the budget (in conjunction with the Board of Finance in a Joint Meeting of the two bodies), appointing the department heads, setting policies by resolutions or ordinances, and directing the Mayor to see that such policies, as well as the Charter mandates of the City, are carried out. The Council meets the second Tuesday of every month.

Fiscal Year 2017 Major Service Level Accomplishments

- Assured fiscal stability by adopting, with the Board of Finance, a balanced budget by May 31, 2017

Fiscal Year 2018 Major Service Level Goals

- Assure fiscal stability by adopting, with the Board of Finance, a balanced budget by May 21, 2018

Expenditure Summary

	2016 Actual	2017 Estimated	2018 Budget
Salary Expenditures	\$58,177	\$57,960	\$58,920

Budget Highlights

0011011 CITY COUNCIL

OBJECT	PROJECT	DESCRIPTION	2016 ACTUAL EXPENDITURE	2017 ORIGINAL BUDGET	2017 REVISED BUDGET	2018 BUDGET REQUEST	2018 JOINT BOARD
SALARIES							
515200		PART TIME WAGES	\$58,177	\$57,960	\$57,960	\$58,920	\$58,920
		TOTAL SALARIES	\$58,177	\$57,960	\$57,960	\$58,920	\$58,920
		TOTAL CITY COUNCIL	\$58,177	\$57,960	\$57,960	\$58,920	\$58,920

City Councilmembers	District	Party Affiliation
Calvin Brown	District 1	Democrat
Anthony D'Amato	District 1	Republican
Dave Preleski	District 2	Democrat
Jodi Zils Gagne	District 2	Republican
Mary Fortier	District 3	Democrat
Dave Mills	District 3	Republican

General Government - (continued)

City Council members



MAYOR

Ken Cockayne, Mayor
(860) 584-6250
mayorsoffice@bristolct.gov



Service Narrative

The Mayor is the chief elected officer of the City and responsible for overseeing the day-to-day operations of the City. The Mayor chairs all meetings of the City Council, serves as a member of the Board of Finance and is chairman of the Joint Board, which is comprised of members of the Board of Finance and the City Council. Elections for this office are held every two years.

Fiscal Year 2017 Major Service Level Accomplishments

- Worked to sell Bristol Hospital roughly 5 acres of the Centre Square property (former Centre Mall site) to build an approximately 60,000 square foot ambulatory care center that will bring hundreds of Bristol Hospital employees and patients downtown.
- Supported efforts to establish a Master Plan for the Centre Square site. The Master Plan will enable the construction of necessary infrastructure (including roadway(s), parking, and more) as well as provide a vehicle to market and sell development lots.
- Worked to bring Faneuil, a major call center operator, to downtown Bristol. The company now employs hundreds of employees in Bristol.
- Supported the development of Lot #1 of the Southeast Bristol Business Park for a 128,000 square foot storage/distribution center as well as the development of Lot #5 of the Southeast Bristol Business Park for a state-of-the-art manufacturing facility.
- Continued to address major brownfield sites by concluding environmental assessment activities on the J.H Sessions building and the 17-acre 894 Middle Street property.
- Supported the second StartUP Bristol program, an innovative business plan competition designed to bring start-up companies to Bristol.
- Worked to market the City and its unique events and attractions by hiring a full-time Marketing and Public Relations Specialist.

**Program Summaries-
General Government**

General Government - (continued)

Fiscal Year 2018 Major Service Levels Goals

- Continue to develop Centre Square. This includes working with the Bristol Hospital on its ambulatory care center, completing the design and construction of necessary infrastructure, and selling building lots to private developers.
- Work to sell the remaining acreage of the Southeast Bristol Business Park to bring in new, exciting businesses that add to the tax base, provide job opportunities and more.
- Continue to pursue the development of local brownfields. This includes supporting the cleanup and actively pursuing private developers for the J.H. Sessions Building and 894 Middle Street.

Expenditure and Position Summary:

	2016 Actual	2017 Estimated	2018 Budget
Salary Expenditures	\$158,900	\$169,410	\$177,340
Full time Positions	2.5	2.5	2.5

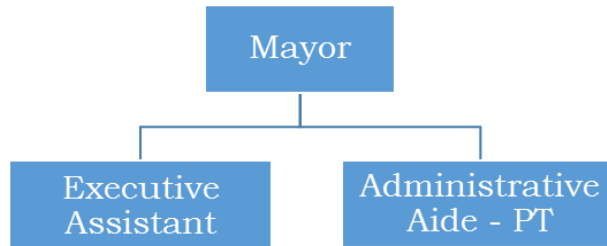
Budget Highlights

0011011 MAYOR

OBJECT	PROJECT	DESCRIPTION	2016 ACTUAL EXPENDITURE	2017 ORIGINAL BUDGET	2017 REVISED BUDGET	2018 BUDGET REQUEST	2018 JOINT BOARD
SALARIES							
514000		REGULAR WAGES	\$144,300	\$148,260	\$148,260	\$150,340	\$150,340
515100		OVERTIME	54	200	200	200	200
515200		PART TIME	14,546	14,000	16,000	19,000	19,000
51700		OTHER WAGE	0	0	4,950	7,800	7,800
TOTAL SALARIES			\$158,900	\$162,460	\$169,410	\$177,340	\$177,340
CONTRACTUAL SERVICES							
531000		PROFESSIONAL FEES AND SERVICES	\$6,000	\$20,500	\$20,500	\$7,000	\$7,000
553000		TELEPHONE	1,110	1,400	1,400	1,300	1,300
553100		POSTAGE	77	250	250	250	250
554000		TRAVEL REIMBURSEMENT	1,000	1,685	497	250	250
555000		PRINTING AND BINDING	1,698	2,100	2,100	2,100	2,100
581120		CONFERENCES AND MEMBERSHIPS	46,306	46,600	46,600	46,600	46,600
589100		MISCELLANEOUS	3,533	5,500	1,738	1,500	1,500
TOTAL CONTRACTUAL SERVICES			\$59,724	\$78,035	\$73,085	\$59,000	\$59,000
SUPPLIES AND MATERIALS							
561800		PROGRAM SUPPLIES	\$553	\$600	\$600	\$600	\$600
569000		OFFICE SUPPLIES	609	700	700	700	700
TOTAL SUPPLIES AND MATERIALS			\$1,162	\$1,300	\$1,300	\$1,300	\$1,300
CAPITAL OUTLAY							
570600	15001	OFFICE RENOVATIONS	\$1,184	\$0	\$0	\$0	\$0
TOTAL CAPITAL OUTLAY			\$1,184	\$0	\$0	\$0	\$0
TOTAL MAYOR			\$220,970	\$241,795	\$243,795	\$237,640	\$237,640

General Government - (continued)

Organizational Chart



PROBATE COURT

Judge Andre D. Dorval
860-584-6230

Service Narrative

The Region 19 Probate Court provides the residents of Bristol, Plymouth and Plainville with a variety of services. Traditionally, the Court is known for the handling of decedent's estates, yet, many individuals are unaware of our other available services. Today our areas of jurisdiction regarding family matters include: Adoptions, Adult Adoptions, Paternity Proceedings, Removal of Guardianships, Termination of Parental Rights, Temporary Guardians, Emancipation of Minors and Guardianship of Estates for Minors.

Alongside family matters, Region 19 Probate Court addresses adult matters including: Involuntary Conservatorships, Voluntary Conservatorships, and Commitments for Mentally Ill Adults, Guardianships of the Person for the Intellectually Disabled Adult, Trusts and Change of Names.

For individuals wishing to learn about the Region 19 Probate Court, additional information including probate forms, publications and general information is available online. Please visit the State of Connecticut Judicial Branch Probate Court Website online at www.ctprobate.gov. Also, Probate Administration now has scanner codes on the updated probate forms available online to assist in digitizing our case files.

Fiscal Year 2017 Service Accomplishments

- Continued to provide to all residents of Bristol, Plymouth and Plainville with great customer service to our probate clients. The weighted workload for 2017 was 6,447 matters. The statistics under the Performance Measures Section are reflective of only a few of the various matters we handle in the Probate Court. The Region 19 Probate Court relocated to its present location in December of 2015 at the Beals Senior Community Center at 240 Stafford Avenue, Bristol, CT. The current site offers our clients and attorneys a more professional location to handle very sensitive family matters. Feedback from the public and counsel has been extremely positive about the new location and the expanded space.

**Program Summaries-
General Government**

General Government - (continued)

Fiscal 2018 Major Service Level Goals

- In the coming fiscal year, the Court will continue to provide the best possible services for all residents regarding Decedent, Family and Adult matters.

Long Term Goals and Issues

Continue the laser fiche process of current and closed probate records for public viewing. Records Management Systems are ever improving to provide access to probate records via computer.

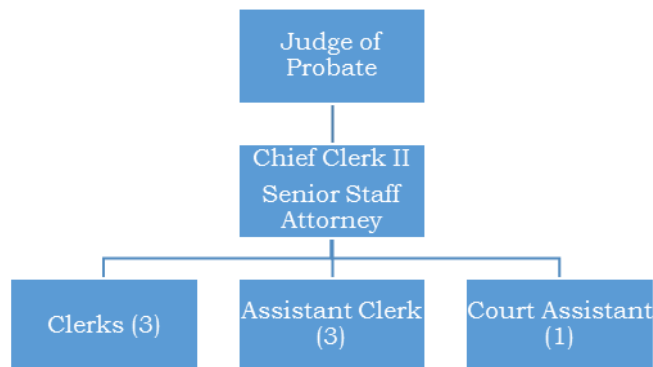
Performance Measures

Type of Matter	2012	2013	2014	2015	2016
Intestate	74	59	61	60	72
Testate	218	201	180	198	174
Small Estate Affidavit Applications	387	216	447	208	208
Trust Acct. Requiring Hearings	40	82	17	36	50
Termination of Parental Rights	32	39	27	14	26
Emancipation of Minors	3	4	3	0	1
Appointment of Guardians of Estates	24	14	23	14	16
Other Guardianship Applications	192	258	151	100	174
Change of Name	76	62	93	88	72

Expenditure and Position Summary

	2016 Actual	2017 Estimated	2018 Budget
Salary Expenditures	<i>Salaries for this department are paid by the State of Connecticut</i>		

Organizational Chart



Program Summaries- General Government

General Government - (continued)

Budget Highlights

0011012 PROBATE COURT

OBJECT	PROJECT	DESCRIPTION	2016 ACTUAL EXPENDITURE	2017 ORIGINAL BUDGET	2017 REVISED BUDGET	2018 BUDGET REQUEST	2018 JOINT BOARD
CONTRACTUAL SERVICES							
531000		PROFESSIONAL FEES	\$10,938	\$15,000	\$22,173	\$13,000	\$13,000
543000		REPAIRS AND MAINTENANCE	857	2,550	2,550	2,550	2,550
553000		TELEPHONE	43	1,700	1,700	500	500
553100		POSTAGE	13,995	14,400	14,400	16,400	16,400
555000		PRINTING AND BINDING	1,483	1,500	1,500	1,500	1,500
TOTAL CONTRACTUAL SERVICES			\$27,316	\$35,150	\$42,323	\$33,950	\$33,950
SUPPLIES AND MATERIALS							
569000		OFFICE SUPPLIES	\$7,816	\$5,000	\$5,000	\$5,000	\$5,000
TOTAL SUPPLIES AND MATERIALS			\$7,816	\$5,000	\$5,000	\$5,000	\$5,000
TOTAL PROBATE COURT			\$35,132	\$40,150	\$47,323	\$38,950	\$38,950

REGISTRARS OF VOTERS

Office: 860-584-6165

Sharon Krawiecki, Republican Registrar of Voters

Kevin McCauley, Democratic Registrar of Voters

sharonkrawiecki@bristolct.gov

KMcCauley@bristolct.gov

Service Narrative

The Registrars of Voters Office operates in accordance with State and Federal laws to maintain the voter registry and administer free and fair elections. A Democratic and a Republican Registrar of Voters are elected every two years on a citywide basis. The Registrars of Voters are jointly responsible to carry out the functions of the office in a bipartisan manner, upholding election integrity. Primary functions include elections administration, voter registration, record maintenance and training of poll workers.

Elements essential to election precision include maintaining an accurate voter registry, assuring voter privacy, employing qualified, well-trained poll workers and providing correct election results. Maintaining an accurate voter registry is vital to provide citizens access to vote and to uphold confidence in the voting experience. This includes registering new residents as well as those who have come of age, removing electors who are deceased, have moved out of town or state, purging electors who have been inactive and updating addresses, names or party affiliation for Bristol electors. Implementing new election laws as adopted by the Connecticut State Legislature is essential to assuring voter privacy, providing accurate election results and running a fair election.

Outreach efforts are used to register new voters, inform citizens of the voting process and voting options, and provide information on upcoming and past elections. Through the city website, an abundant amount of information maintained by this office is available directly to the public.

Fiscal Year 2017 Major Service Level Accomplishments

- Election Day Registration program was utilized, garnering 598 **new** registrations during the Presidential Election
- Trained moderators and poll workers on electronic voter check-in
- Completed a canvass of 1,366 voters to determine current voting residence
- Processed 15,670 voter registration additions and removals, as well as address, name or party affiliation changes

Program Summaries- General Government

General Government - (continued)

- Processed voters using electronic poll book technology at all polling locations for the Presidential Preference Primary and the 77th District Primary
- Conducted mock elections for Bristol Central High School, Bristol Eastern High School and West Bristol School 4th graders
- Implemented the Secretary of the State's new program for election night reporting for the 77th District Primary and the Presidential Election
- Met with the Persons with Disabilities Commission and demonstrated new assisted voting technology

Fiscal Year 2018 Major Service Level Goals

- Evaluate the layouts at all polling locations to improve voter line control and flow during the course of the election
- Overhaul poll worker training procedures to ensure poll workers are knowledgeable of all positions

Long-Term Goals and Issues

- It is the goal of this office to support and assist in statewide efforts to employ the latest technology in all aspects of election administration which enables us to report accurate and immediate election results
- It is imperative that we continue our sworn duties and responsibilities to the electorate in a non-partisan manner, independent of control and completely impartial

Performance Measures

		Presidential Election 2016	
Polling Location		Eligible Voters	Number Voted
77-01 Edgewood School		4, 047	2,979
77-02 Northeast School		4,196	3,182
77-03 Mountain View School		3,909	2,859
77-04 Bristol Eastern High School		2,213	1,578
78-01 Chippens Hill Middle School		3,647	2,718
78-02 West Bristol School		3,720	2,588
79-01 South Side School		4,273	2,969
79-02 B.P.O. Elks Lodge #1010		3,799	2,384
79-03 Greene-Hills School		4,660	3,306
Absentee Voters	1,607		
Election Day Registration – City Hall	598		
TOTALS	2,205	34,464	24,562

**Program Summaries-
General Government**

General Government - (continued)

Historical Voter Turnout			
ELECTION	%	Registered	VOTED
2000 PRESIDENTIAL	74%	31,274	23,035
2001 MUNICIPAL	36%	29,899	10,824
2002 GOVERNOR	54%	29,611	16,002
2003 MUNICIPAL	40%	29,453	11,858
2004 PRESIDENTIAL	77%	32,880	25,349
2005 MUNICIPAL	38%	32,014	12,305
2006 GOVERNOR	58%	31,926	18,598
2007 MUNICIPAL	36%	31,774	11,558
2008 PRESIDENTIAL	77%	34,720	26,900
2009 MUNICIPAL	26%	34,132	8,767
2010 GOVERNOR	54%	33,658	18,057
2011 MUNICIPAL	28%	33,249	9,347
2012 PRESIDENTIAL	70%	35,113	24,558
2013 MUNICIPAL	35%	31,869	11,085*
2014 GOVERNOR	56%	31,718	17,835*
2015 MUNICIPAL	39%	31,241	12,106*
2016 PRESIDENTIAL	78 %	34,464	26,769*
*Includes Absentee & EDR Voters			

Monthly Voter Registration Summary

Day to day undertakings in the Registrar's office include registering new residents, changing addresses, names or party affiliation. Additionally the Registrar's office will remove electors who are deceased or have moved out of town or state and purge electors who have been inactive for four or more years. The chart below indicates the number of Additions, Changes and Removals completed from July 1, 2015 to June 30, 2016.

	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	Total
Additions	64	87	134	267	183	79	153	333	319	635	189	137	2,580
Changes	1,457	500	294	350	893	1,685	1,393	804	302	689	276	818	9,461
Removals	87	64	89	156	115	116	142	116	267	250	345	134	1,881
Total	1,608	651	517	773	1,191	1,880	1,688	1,253	888	1,574	810	1,089	13,922

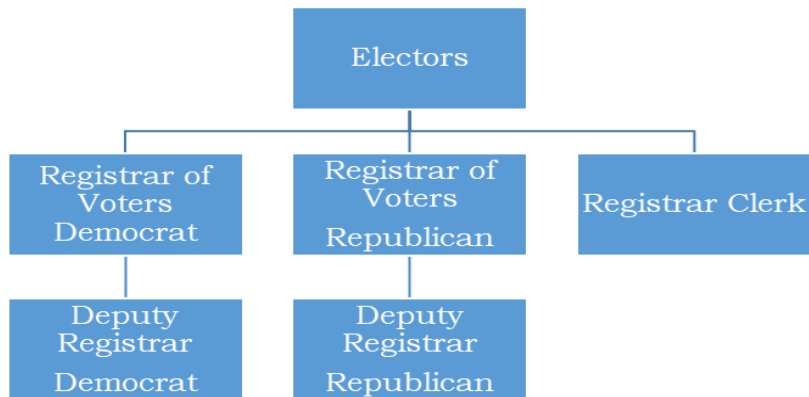
**Program Summaries-
General Government**

General Government - (continued)

Expenditure and Position Summary

	2016 Actual	2017 Estimated	2018 Budget
Salary Expenditures	\$192,351	\$200,120	\$180,345
Full time Positions	3	3	3

Organizational Chart



Budget Highlights

0011013 REGISTRARS OF VOTERS

OBJECT	PROJECT	DESCRIPTION	2016 ACTUAL EXPENDITURE	2017 ORIGINAL BUDGET	2017 REVISED BUDGET	2018 BUDGET REQUEST	2018 JOINT BOARD
SALARIES							
514000		REGULAR WAGES	\$136,516	\$136,560	\$137,720	\$140,345	\$140,345
515100		OVERTIME WAGES	3,034	3,000	6,500	4,000	4,000
515200		PART TIME WAGES	52,774	64,000	55,900	36,000	36,000
517000		OTHER WAGES	27	0	0	0	0
TOTAL SALARIES			\$192,351	\$203,560	\$200,120	\$180,345	\$180,345
CONTRACTUAL SERVICES							
531000		PROFESSIONAL FEES AND SERVICES	\$5,196	\$5,000	\$5,000	\$4,000	\$4,000
531140		TRAINING	4,140	2,400	2,400	1,200	1,200
544400		RENTS AND LEASES	500	750	750	750	750
553000		TELEPHONE	256	400	400	400	400
553100		POSTAGE	7,033	4,500	6,500	4,500	4,500
554000		TRAVEL REIMBURSEMENT	448	750	750	750	750
555000		PRINTING AND BINDING	10,518	15,000	15,000	12,000	12,000
581120		CONFERENCES AND MEMBERSHIPS	1,115	1,200	1,800	1,500	1,500
TOTAL CONTRACTUAL SERVICES			\$29,206	\$30,000	\$32,600	\$25,100	\$25,100
SUPPLIES AND MATERIALS							
561400		MAINTENANCE SUPPLIES AND MATERIALS	\$12,783	\$16,950	\$16,950	\$14,000	\$14,000
561800		PROGRAM SUPPLIES	234	500	500	500	500
569000		OFFICE SUPPLIES	1,888	1,500	3,500	2,000	2,000
TOTAL SUPPLIES AND MATERIALS			\$14,905	\$18,950	\$20,950	\$16,500	\$16,500
CAPITAL OUTLAY							
570400	16001	MEMORY CARDS	\$5,577	\$0	\$0	\$0	\$0
570400	16002	POLL BOOKS	9,407	0	0	0	0
570600	16003	CARD FILE	14,099	0	0	0	0
579999		EQUIPMENT	0	0	0	10,000	\$0
TOTAL CAPITAL OUTLAY			\$29,083	\$0	\$0	\$10,000	\$0
TOTAL REGISTRARS OF VOTERS			\$265,545	\$252,510	\$253,670	\$231,945	\$221,945

ASSESSOR

Thomas DeNoto, Assessor
thomasdenoto@bristolct.gov
860-584-6240

Service Narrative

The Assessor's Office is responsible for the equitable appraisal and assessment of taxable and non-taxable real and personal property and motor vehicles.

Real property is all land and building improvements located within the City limits. Taxation is based on the assessed value established during revaluations. The Assessment staff is currently developing the 2017 revaluation. FACET Technology completed a photo shoot of all properties in March of 2016 and has updated approximate 21,000 photos in our Vision database. Data mailers for properties that have not been inspected within the past ten years, were mailed to taxpayers in October 2016. The interim years are updated with the addition of new construction. This involves the physical inspection of new construction, i.e., new house, addition, decks, remodeling, etc. The source is usually through the building permits issued.

The Personal Property list consists of all businesses located within the corporate limits of the City of Bristol. In general terms, personal property is everything needed to engage in a business enterprise, excluding land and any improvements thereon. The common categories are machinery, furniture and fixtures, equipment, data processing equipment, and unregistered motor vehicles. Discovery of new accounts are obtained through telephone directories, newspaper articles, advertisements, trade names filed with the City Clerk, and a physical canvass of business districts. State Statutes require all owners of personal property to file annual lists of such property no later than November 1st, or be subject to a 25% penalty. This process is supplemented by a statutory authorized audit process. The City has subcontracted with Tax Management Associates to provide a full audit of Otis Elevator, Lake Compounce (Festival Fun Parks) and Graveyard Productions LLC (a separate business within the Park). Assessment staff continues to work with Feldman Associates currently auditing 20 accounts. All audits taking place are for the grand list years 2014, 2015 and 2016.

The motor vehicle list is developed with the help of the Department of Motor Vehicles (DMV). Pursuant to Section 14-163 of the Connecticut General Statutes, the Commissioner of Motor Vehicles is required to furnish to the Assessor in each town, a list containing the names and addresses of owners of motor vehicles registered in their respective towns, as they appear on October 1st of each year, based on the registration records of the motor vehicle department. The list is then priced to develop the grand list. The values are based on "clean" retail value from the National Automobile Dealers Association (NADA) price guides, as recommended to the Office of Policy & Management by the Connecticut Association of Assessing Officers (CAAO).

Assessment staff experienced the anticipated numerous mailing address issues that were predicted to occur due to the recent 3M software conversion of DMV data for all registered vehicles within the State. DMV, CAAO, City staff and QDS software support continue to work diligently to identify and correct registration mailing address errors, and strive to resolve all issues and concerns.

Additional assessment responsibilities include maintenance of ownership records of property and application processing for elderly, military, blind and statutory exemptions.

General Government - (continued)

The Assessor's Office is currently implementing a hybrid in-house revaluation for the October 1, 2017 grand list, with consultation from subcontracted Municipal Valuations Services (Munival). Staff engages tremendous effort researching requests for City residents and accomplishes this in a professional, courteous, and timely manner. Office functions are governed by Connecticut General Statutes and the City Charter relating to property valuation and exemption implementation. The office mission is to maintain equity among property owners within office policy guidelines governed by the aforementioned laws.

Fiscal Year 2017 Major Service Level Accomplishments

- Began implementing the 2017 revaluation, sending data mailers for properties that have not been inspected within the past ten years. These data mailers were sent, received and processed by Assessment staff
- Inspected a multitude of properties based on data mailer responses
- Updated Vision web hosting to include more property data and Geographic Information System mapping. Initiated the implementation of the 2016 fly overs, into the Vision and GIS software
- Updated Assessor online department information to include links to important Assessor applications and forms and inter-department links
- Modernized and updated Assessor webpage in new software allowing greater functionality
- Created web site and public awareness resources that inform property owners of statistical data utilized in the revaluation process that we are currently undergoing.
- Began initiative of converting daily processing to a paperless environment as a cost saving measure
- Generated public awareness of exemption programs and assessment related services
- Updated Vision Appraisal real property photo imaging completed by FACET Technology as part of the 2017 revaluation

Fiscal Year 2018 Major Service Level Goals

- Develop and maintain a paperless office environment through MIS initiatives
- Work with Connecticut Assessor Association and public in a campaign to increase awareness of website based DMV data resources
- Continue the ongoing revaluation process, including updating sales data, analyzing land and property sales, collection of Income and Expense information for commercial and income producing properties
- Corresponding with Taxpayers as the results and property values change within revaluation analysis

Long-Term Goals and Issues

- Successfully implement and complete the 2017 revaluation of all real property in the City and process assessment notification letters to all property owners, as to the results of the revaluation.
- Hold informal hearings with taxpayers to clear up any discrepancies with the listing and values of their property
- Administer, reconcile and implement measures insuring proper reporting and auditing procedures within the previously administered and currently phased out State of CT Office of Policy and Management M65 Manufacturers Machinery and Equipment exempt inventory program

**Program Summaries-
General Government**

General Government - (continued)

Performance Measures

FY/Grand List Date	FY2015 10/1/14	FY2016 10/1/15	FY2017 10/1/16
Gross Taxable Assessed Value	\$4,136,272,964	4,134,126,831	4,204,366,433
Estimated Actual Value	\$5,908,961,377	5,905,895,472	6,006,237,761

Grand List Totals – October 1, 2016

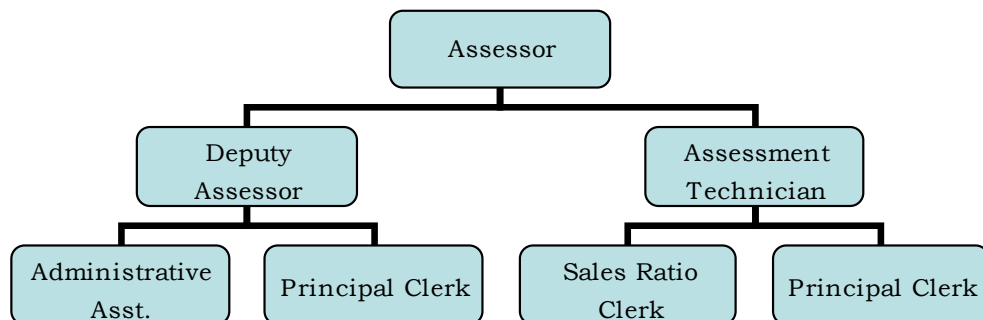
	Gross Assessment	Exemptions	Net Assessment
Real Estate	3,654,999,163	431,667,537	3,223,331,626
Personal Property	564,534,430	259,676,807	304,857,623
Motor Vehicle	386,173,180	2,902,700	383,270,480
Totals	4,204,366,433	694,247,044	3,911,459,729

2016 Grand List Statistical Data	Count
Building Permits and Value inspections serviced 7/2016 – 6/30/2017	571
Certificate of Occupancy Issued (New Construction) 7/2016 – 7/1/2017	384
Elderly Applications Taken	625
Renters Applications Taken 4/1/2017 through 6/6/2017 ends 10/1/2017	565
Real Estate Transfers 10/1/2016 through 5/31/2017	1028
Veterans, Blind and Disabled Applications	863

Expenditure and Position Summary

	2016 Actual	2017 Estimated	2018 Budget
Salary Expenditures	\$343,401	\$375,975	\$377,745
Full time Positions	6	6	6

Organizational Chart



**Program Summaries-
General Government**

General Government - (continued)

Budget Highlights

0011014 ASSESSOR

OBJECT	PROJECT	DESCRIPTION	2016 ACTUAL EXPENDITURE	2017 ORIGINAL BUDGET	2017 REVISED BUDGET	2018 BUDGET REQUEST	2018 JOINT BOARD
SALARIES							
514000		REGULAR WAGES	\$340,270	\$365,330	\$371,975	\$371,925	\$371,925
515100		OVERTIME	1,328	4,000	3,000	4,000	4,000
517000		OTHER WAGES	1,803	1,000	1,000	1,820	1,820
TOTAL SALARIES			\$343,401	\$370,330	\$375,975	\$377,745	\$377,745
CONTRACTUAL SERVICES							
531000		PROFESSIONAL FEES AND SERVICES	\$16,684	\$10,000	\$57,500	\$2,500	\$2,500
553000		TELEPHONE	44	250	250	150	150
553100		POSTAGE	3,657	3,000	3,000	3,000	3,000
554000		TRAVEL REIMBURSEMENT	3,472	3,280	3,280	3,500	3,500
555000		PRINTING AND BINDING	1,917	2,550	5,550	3,500	3,500
557700		ADVERTISING	0	180	180	150	150
581100		DUES AND FEES	1,700	1,700	1,700	1,800	1,800
581120		CONFERENCES AND MEMBERSHIPS	1,096	1,200	1,200	1,500	1,500
581135		SCHOOLING AND EDUCATION	2,036	2,000	3,300	2,500	2,500
TOTAL CONTRACTUAL SERVICES			\$30,606	\$24,160	\$75,960	\$18,600	\$18,600
SUPPLIES AND MATERIALS							
561800		PROGRAM SUPPLIES	\$1,244	\$1,550	\$1,550	\$1,750	\$1,750
569000		OFFICE SUPPLIES	599	610	610	650	650
TOTAL SUPPLIES AND MATERIALS			\$1,843	\$2,160	\$2,160	\$2,400	\$2,400
TOTAL ASSESSORS			\$375,850	\$396,650	\$454,095	\$398,745	\$398,745

BOARD OF ASSESSMENT APPEALS

Stacey Raymond, Chairperson
Assessor's Office 860-584-6240

Service Narrative

The Board of Assessment Appeals consists of three members that are elected every two years. As required by State law, the Board of Assessment Appeals generally holds three meetings during March and one in September to hear appeals concerning the assessments that were placed on the previous October 1st Grand List. The September hearing is solely for motor vehicle appeals.

All appeals heard were reviewed and owners were notified of the Board's decision. Appeals are heard regarding valuation, governed by Connecticut General Statutes, as of the October 1st Grand List valuation date for Personal Property and Motor Vehicle assessments and as of the October 1st revaluation year for Real Estate appeals.

Fiscal Year 2017 Major Service Level Accomplishments

- The Board met two times during March 2017 to hear appeals on the October 1, 2016 grand list and will meet once in September 2017 to hear Motor Vehicle appeals on the October 1, 2016 Grand List. The Board heard appeals as a group and deliberated as a unit to make their decisions. Each person who made an appeal was notified of the Board's decision well within the time period mandated by law
- Website availability of Board meeting minutes and appeal forms

General Government - (continued)

Fiscal Year 2018 Major Service Level Goals

- Increase awareness for commercial property owners to annually file income and expense reports to the Assessor by statutory deadline June 1st each year
- Increase awareness that City businesses are required by State statute to annually file personal property declarations that reconcile to IRS Depreciation Schedule 4562
- The Board will continue to monitor appeals and schedule hearing dates in accordance with State Statute for each session in the month of March and September of each year
- Increase awareness of mandatory revaluation procedures necessitating property inspection through data mailer initiative to complete the 2017 revaluation analysis

Long-Term Goals and Issues

- Update website information in anticipation of streamlined communication notifying the public of State mandated appeal filing deadlines

Performance Measures

Grand List Year	Number	Appeals Heard	Number Granted	Number Denied
2014	44	Real Estate	13	31
	13	Motor Vehicle (ongoing appeals 9/2015)		
	5	Personal Property	4	1
2015	21	Real Estate	16	5
	3	Motor Vehicle (ongoing appeals 9/2016)	3	0
	3	Personal Property	3	0
2016	19	Real Estate	16	3
	2	Motor Vehicle (ongoing appeals 9/2017)	1	1
	3	Personal Property	2	1

Budget Highlights

0011015 BOARD OF ASSESSMENT APPEALS

OBJECT	PROJECT	DESCRIPTION	2016 ACTUAL EXPENDITURE	2017 ORIGINAL BUDGET	2017 REVISED BUDGET	2018 BUDGET REQUEST	2018 JOINT BOARD
SALARIES							
515100	OVERTIME		\$763	\$950	\$950	\$7,000	\$7,000
515200	PART TIME		3,756	3,760	3,760	6,450	6,450
TOTAL SALARIES			\$4,519	\$4,710	\$4,710	\$13,450	\$13,450
CONTRACTUAL SERVICES							
553100	POSTAGE		\$41	\$205	\$205	\$1,000	\$1,000
557700	ADVERTISING		101	175	175	175	175
TOTAL CONTRACTUAL SERVICES			\$142	\$380	\$380	\$1,175	\$1,175
SUPPLIES AND MATERIALS							
569000	OFFICE SUPPLIES		\$197	\$205	\$205	\$2,000	\$2,000
TOTAL SUPPLIES AND MATERIALS			\$197	\$205	\$205	\$2,000	\$2,000
TOTAL BOARD OF ASSESSMENT APPEALS			\$4,858	\$5,295	\$5,295	\$16,625	\$16,625

General Government - (continued)

Board of Assessment Appeals Members

Term Expiration

Stacey Raymond, Chairperson
Mary Alford
Shirley Salvatore

11/2017
11/2017
11/2017

TAX COLLECTOR

Teresa Babon, Tax Collector
860-584-6270
teresababon@bristolct.gov

Service Narrative

The Tax Collector's office has the responsibility of collecting revenue generated from the annual Grand List which consists of Real Estate, Motor Vehicle, and Personal Property taxes. Department responsibilities and procedures are strictly governed by Bristol City Ordinances and Connecticut General Statutes. Following the original tax billing period, delinquent notices, demands, warrants and intent to lien notices are sent to taxpayers that do not pay on time. Additionally, the office processes tax refunds and abatements and files liens and lien releases on the land records with the City Clerk's Office. While providing efficient service to the taxpayers, the Tax Collector's office works with title searchers, attorneys, the City's legal staff and other City departments on a daily basis.

Fiscal Year 2017 Major Service Level Accomplishments

- Began collecting C-PACE account payments and worked with CT Green Bank to remit to state
- Worked with Special Assistant Corporation Counsel to streamline collection process and recognized an increase in prior and current collection rate as a result
- Exceeded budgeted tax collections

Fiscal Year 2018 Major Service Level Goals

- To create and maintain a page on social media in an attempt to reach a greater percentage of the population with reminders, useful municipal tax information and important deadlines
- To research other credit card vendors in an attempt to reduce rates charged to taxpayers and to utilize the most modern and secure payment site
- To meet budgeted tax collection projections

Long-Term Goals and Issues

- To coordinate with billing software vendor, credit card vendor and MIS to allow for paperless tax billing
- To continue to find ways to maximize efficiency in the office
- To encourage taxpayers to sign up for paperless billing and to mail in payments or pay from home using credit card or electronic checks

**Program Summaries-
General Government**

General Government - (continued)

Performance Measures

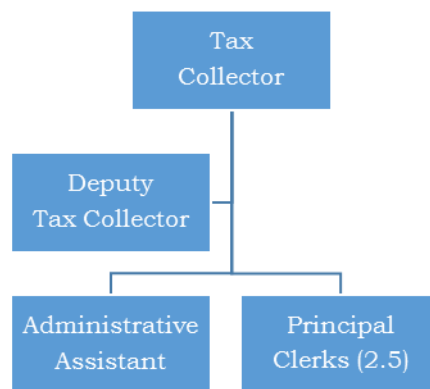
	Grand List 2013 Est. (in thousands)	Grand List 2014 Est. (in thousands)	Grand List 2015 Est. (in thousands)
Tax Levy	\$134,192	\$133,581	\$140,360
Amount Collected	\$131,572	\$131,429	\$138,698
Percentage Collected	98.04%	98.64%	98.82%

Online Credit Card Transaction by Month- 2016 Calendar Year			
Month	Amount Collected	Month	Amount Collected
January	\$656,227	July	\$2,064,942
February	\$786,229	August	\$ 609,140
March	\$223,296	September	\$ 346,723
April	\$122,191	October	\$ 218,020
May	\$117,345	November	\$ 125,215
June	\$ 70,013	December	\$ 383,626

Expenditure and Position Summary

	2016 Actual	2017 Estimated	2018 Budget
Salary Expenditures	\$287,770	\$297,560	\$301,610
Full time Positions	5.5	5.5	5.5

Organizational Chart



**Program Summaries-
General Government**

General Government - (continued)

Budget Highlights

0011016 TAX COLLECTOR

OBJECT	PROJECT	DESCRIPTION	2016 ACTUAL EXPENDITURE	2017 ORIGINAL BUDGET	2017 REVISED BUDGET	2018 BUDGET REQUEST	2018 JOINT BOARD
SALARIES							
514000		REGULAR WAGES	\$269,150	\$271,695	\$276,095	\$279,820	\$279,820
515100		OVERTIME	0	100	100	100	100
515200		PART TIME	18,620	21,315	21,315	21,640	21,640
517000		OTHER WAGES	0	50	50	50	50
TOTAL SALARIES			\$287,770	\$293,160	\$297,560	\$301,610	\$301,610
CONTRACTUAL SERVICES							
531000		PROFESSIONAL FEES AND SERVICES	\$1,550	\$2,050	\$2,050	\$2,050	\$2,050
531105		DELINQUENT TAX COLLECTION	1,668	0	0	0	0
543000		REPAIRS AND MAINTENANCE	95	100	100	100	100
544400		RENTALS	284	300	300	300	300
553000		TELEPHONE	30	125	125	125	125
553100		POSTAGE	32,730	41,500	41,500	38,650	38,650
554000		TRAVEL REIMBURSEMENT	96	180	180	180	180
555000		PRINTING AND BINDING	4,757	22,000	22,000	22,000	22,000
557700		ADVERTISING	181	375	375	375	375
581120		CONFERENCES AND MEMBERSHIPS	165	390	390	390	390
581135		SCHOOLING AND EDUCATION	560	1,000	1,000	1,000	1,000
581150		ANNUAL BOND	2,880	6,750	6,750	6,750	6,750
TOTAL CONTRACTUAL SERVICES			\$44,996	\$74,770	\$74,770	\$71,920	\$71,920
SUPPLIES AND MATERIALS							
561800		PROGRAM SUPPLIES	\$199	\$430	\$430	\$430	\$430
569000		OFFICE SUPPLIES	299	300	300	300	300
TOTAL SUPPLIES AND MATERIALS			\$498	\$730	\$730	\$730	\$730
TOTAL TAX COLLECTOR			\$333,264	\$368,660	\$373,060	\$374,260	\$374,260

PURCHASING

Roger Rousseau, Purchasing Agent
860-584-6195
rogerrousseau@bristolct.gov

Service Narrative

The major function of the Purchasing Department is to obtain equipment, materials and services for the City and Board of Education and maintain the best value for taxpayer dollars. The Purchasing Department also provides:

- ◆ centralization of contracting activities;
- ◆ contract compliance services;
- ◆ information on product sources, vendor information and other relevant information;
- ◆ studies of market conditions for various commodities and/or services;
- ◆ conformance with local, state and federal procurement guidelines;
- ◆ asset tracking (including sale or disposal).

Fiscal Year 2017 Major Service Level Accomplishments

- Improved processing methods for procurement card transactions by integrating direct feed of bank-generated data into MUNIS
- Improved controls on vendor records activity within MUNIS
- Implemented provisions for set-aside contracting consistent with Public Act 15-5
- Coordinated contracts activity for construction/renovation of Firehouse 4
- Coordinated contracts activity for deployment of synthetic turf fields

Program Summaries- General Government

General Government - (continued)

- Assisted in energy efficiency contracting efforts through the Mayor's Task Force on Energy Efficiency

Fiscal Year 2018 Major Service Level Goals

- Assist in contracting efforts toward replacement of street lighting with energy efficient LED fixtures
- Provide support toward deployment of energy efficiency initiatives
- Establish new contracts for electric supply in preparation for integration with Education electric supply contracts
- Coordinate contracting activity for renovations to Memorial Boulevard Community Cultural Center
- Provide support toward replacement of radio communications system and telephone systems at City buildings

Long-Term Goals and Issues

- Continue to expand use of procurement cards
- Expand use of indefinite quantity contracting for building-related construction activities

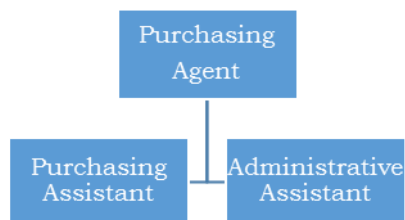
Performance Measures

	Fiscal Year 2015	Fiscal Year 2016	Fiscal Year 2017
Total # of sealed bids issued:	115	121	150
Total # of Request for Proposals:	31	23	16
Total # of purchase orders issued:	7,846	7,742	7,370
Total value of purchase orders issued:	\$62,840,145	\$89,543,240	\$78,575,505

Expenditure and Position Summary

	2016 Actual	2017 Estimated	2018 Budget
Salary Expenditures	\$173,949	\$187,350	\$189,570
Full time Positions	3	3	3

Organizational Chart



**Program Summaries-
General Government**

General Government - (continued)

Budget Highlights

0011017 PURCHASING

OBJECT	PROJECT	DESCRIPTION	2016 ACTUAL EXPENDITURE	2017 ORIGINAL BUDGET	2017 REVISED BUDGET	2018 BUDGET REQUEST	2018 JOINT BOARD
SALARIES							
514000		REGULAR WAGES	\$173,949	\$183,700	\$186,350	\$188,570	\$188,570
517000		OTHER WAGES	0	1,000	1,000	1,000	1,000
		TOTAL SALARIES	\$173,949	\$184,700	\$187,350	\$189,570	\$189,570
CONTRACTUAL SERVICES							
531140		TRAINING	\$76	\$300	\$300	\$300	\$300
543000		REPAIRS AND MAINTENANCE	188	100	100	100	100
553000		TELEPHONE	35	150	150	75	75
553100		POSTAGE	1,126	1,000	1,000	1,000	1,000
554000		TRAVEL REIMBURSEMENT	55	100	100	100	100
555000		PRINTING AND BINDING	34	1,000	1,000	1,000	1,000
557700		ADVERTISING	4,973	5,000	5,000	5,000	5,000
581120		CONFERENCES AND MEMBERSHIPS	840	850	850	850	850
581150		MISCELLANEOUS BOND EXPENSE	75	75	75	75	75
		TOTAL CONTRACTUAL SERVICES	\$7,402	\$8,575	\$8,575	\$8,500	\$8,500
SUPPLIES AND MATERIALS							
569000		OFFICE SUPPLIES	314	325	325	350	350
		TOTAL SUPPLIES AND MATERIALS	\$314	\$325	\$325	\$350	\$350
		TOTAL PURCHASING	\$181,665	\$193,600	\$196,250	\$198,420	\$198,420

COMPTROLLER'S OFFICE

Diane M. Waldron, Comptroller
(860) 584-6130
dianewaldron@bristolct.gov

Service Narrative

The Comptroller's Office is responsible for the accounting, budgeting, and financial reporting for the City, and includes the following activities: payroll and pension benefits, accounts payable for all funds within the City, Debt Service or payment of interest and principal on City borrowing, liability insurance coverage, Bristol/Burlington Health District and general accounting for all City funds excluding the Water Department. The Management Information Systems Department reports to the Comptroller's Office.

The Comptroller's Office, in conjunction with the Treasurer's Office, is responsible for the investment of available City funds.

By Charter, the Comptroller is Clerk to the Board of Finance and administrative officer for the City of Bristol General City Retirement Program. The Comptroller also acts as fiscal advisor to both the Firefighters' and Police Benefit Funds.

The Charter requires that the adopted budget have a balanced relationship between revenues and expenditures as well as the inclusion of pension contributions and debt service requirements. Once adopted, the Board of Finance may make transfers, and if in excess of \$5,000, Joint Board approval is also required. Additional appropriations require Board of Finance and Joint Board approval. The only exception to the above involves appropriations from the Reserve Fund for Capital and Nonrecurring Expenditures. This fund was set up under the provisions of Chapter 108 of the Connecticut General Statutes. Appropriations are made based on recommendations of the Board of Finance and approval by the legislative body, the City Council.

General Government - (continued)

The Board of Finance has sole power by Charter, to determine the necessity for and the manner of issuing bonds by the City of Bristol. Authorization to incur indebtedness through the issuance of bonds or notes must be approved by the Board of Finance. Special appropriations that are financed by bond issues must be approved by the Board of Finance and the Joint Board. The Board of Finance meets the fourth Tuesday of each month to deliberate upon the financial matters of the City.

Fiscal Year 2017 Major Service Level Accomplishments

- Received Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award
- Received GFOA's Certificate of Achievement for Excellence in Financial Reporting for the Comprehensive Annual Financial Report (CAFR)
- Received GFOA's Popular Award for Outstanding Achievement in Popular Annual Financial Reporting (PAFR)
- Updated website to include budget information for taxpayers

Fiscal Year 2018 Major Service Level Goals

- Prepare and present precise information in a user friendly format in the City's Budget Book at a minimal cost
- Continue to update the Comptroller's Office website with new information as it occurs
- Provide superior service to departments and residents of the City
- Maintain positive relationships with municipal rating agencies
- Work with Purchasing to maintain the fixed assets program for the City
- Incorporate GFOA reviewer's recommendations for improvements into the City's budget, CAFR and PAFR
- Continue to increase use of Laserfiche to electronically store documents
- Continue to receive all three GFOA awards:
 - Certificate of Achievement for Excellence in Financial Reporting for the CAFR
 - Distinguished Budget Presentation Award
 - Popular Award for Outstanding Achievement in Popular Annual Financial Reporting

Performance Measures

Quantitative:

Category	2014-2015	2015-2016	2016-2017
# of Invoices Paid	40,154	40,520	40,857
# of Payroll Checks and Direct Deposits	67,681	66,525	65,723

Qualitative:

The Comptroller's Office continues to receive all three GFOA awards, which signifies its strong commitment to superior financial reporting and budget presentation. The Comptroller's Office also works to ensure strict adherence to budgetary guidelines.

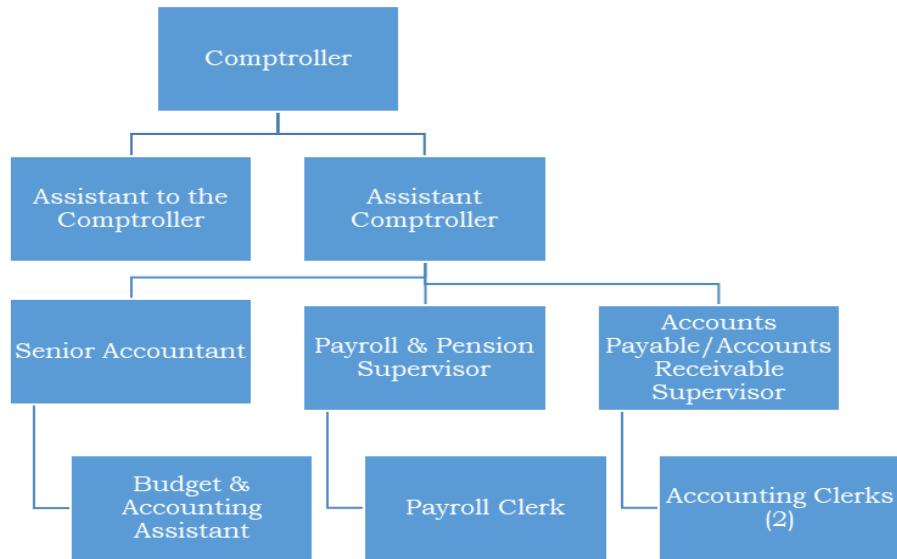
**Program Summaries-
General Government**

General Government - (continued)

Expenditure and Position Summary

	2016 Actual	2017 Estimated	2018 Budget
Salary Expenditures	\$618,594	\$641,870	\$651,590
Full Time Positions	11	10	10

Organizational Chart



Budget Highlights

0011018 COMPTROLLER

OBJECT	PROJECT	DESCRIPTION	2016 ACTUAL EXPENDITURE	2017 ORIGINAL BUDGET	2017 REVISED BUDGET	2018 BUDGET REQUEST	2018 JOINT BOARD
SALARIES							
514000		REGULAR WAGES	\$609,213	\$638,220	\$638,220	\$647,440	\$647,440
515100		OVERTIME	2,919	2,500	2,500	3,000	3,000
517000		OTHER WAGES	6,462	1,150	1,150	1,150	1,150
TOTAL SALARIES			\$618,594	\$641,870	\$641,870	\$651,590	\$651,590
CONTRACTUAL SERVICES							
543000		REPAIRS AND MAINTENANCE	\$0	\$200	\$200	\$200	\$200
544400		RENTALS	2,064	2,065	2,065	2,065	2,065
553000		TELEPHONE	14	100	100	75	75
553100		POSTAGE	1,768	2,700	2,700	2,200	2,200
554000		TRAVEL REIMBURSEMENT	161	250	250	250	250
555000		PRINTING AND BINDING	1,757	2,200	2,200	2,200	2,200
557700		ADVERTISING	1,224	1,800	1,800	1,800	1,800
581120		CONFERENCES AND MEMBERSHIPS	3,309	4,015	4,015	3,970	4,970
581150		MISCELLANEOUS BOND EXPENSE	220	220	220	220	220
TOTAL CONTRACTUAL SERVICES			\$10,517	\$13,550	\$13,550	\$12,980	\$13,980
SUPPLIES AND MATERIALS							
569000		OFFICE SUPPLIES	\$880	\$1,400	\$1,400	\$1,400	\$1,400
TOTAL SUPPLIES AND MATERIALS			\$880	\$1,400	\$1,400	\$1,400	\$1,400
TOTAL COMPTROLLER			\$629,991	\$656,820	\$656,820	\$665,970	\$666,970

TREASURER

Tom Barnes, Jr., Treasurer
860-584-6285
tombarnes@bristolct.gov

Service Narrative

The primary responsibility of the Treasurer's Office is to serve as the custodian of all City monies, and to keep an accurate record of all receipts and disbursements. The objective of the City of Bristol's investment and cash management program is to ensure the safety, liquidity and yield of the funds entrusted to it. The Treasurer is a member of the Board of Trustees of each of the City's three pension funds. Additionally, the Treasurer's Office is responsible for the bi-weekly and monthly distribution of pension benefits. The City's operational short-term investment policy is managed as follows:

- Safety of Principal- Safety of principal is the foremost priority of the investment program. Investments shall be undertaken in a manner that seeks to ensure the preservation of capital in the overall portfolio.
- Liquidity- The investment portfolio shall remain sufficiently liquid to meet all operating requirements that may be reasonably anticipated. This is accomplished by structuring the portfolio so that securities mature concurrent with cash needs to meet anticipated demand.
- Yield- The investment portfolio shall be designed to attain a market-average rate of return throughout budgetary and economic cycles, taking into account investment risk constraints and the City's liquidity needs.

Fiscal Year 2017 Major Service Level Accomplishments

- Developed a cash management policy to securely deposit City funds at the bank by enlisting Dunbar Armored, Inc. to guarantee deposits are transported with no risk to the City or its employees
- Continued to limit the City's short term investment exposure to credit and custodial risk by utilizing a secured municipal account, AAA rated asset management investment pools and laddering CD's
- Continued to provide various forms to pensioners on the City's website to help pensioners change their state and federal taxes, direct deposit and address change notification
- Continuously educating eligible pensioners on City provided health care options and changes
- Completed the implementation of required direct deposit of all pension payments

Fiscal Year 2018 Major Service Level Goals

- To continue to review the City's current banking services relationships by developing new connections with local financial institutions and improving upon existing associations to minimize banking costs and improve operational efficiency to maximize returns
- To review and update the Investment Policy Statement for the City's retirement plan
- To continue to develop a liquidity fund to help manage payments of City pension to beneficiaries in a manner that is more efficient and reduces the current demand on the core assets of the City's pension system

**Program Summaries-
General Government**

General Government - (continued)

- To meet the City's operational investment policy objectives and to continue to limit the City's short term investment exposure to credit and custodial risk through on-going evaluation and utilization of bank programs, pre-qualifying financial institutions, diversification of the investment portfolio and the use of asset management investment pools and fixed income securities market managers
- To continue to manage the portfolio with the objective of exceeding the average of three-month U.S. Treasury Bill rates for the equivalent period. This index is considered a benchmark for near risk less investment transactions and, therefore, comprises a minimum standard for the portfolio's rate of return
- To continuously improve departmental processes and procedures to achieve an efficient flow of documents and work toward a paperless environment by increasing the use of tools such as: remote depositing, web-site communication, credit card payments, direct deposit, ACH/wiring of transactions, and laserfiche to store information in accordance with State statute

Long-Term Goals and Issues

- To continue to maximize the interest return on liquid funds in a record low interest rate environment

Performance Measures

	2014 No. of Retirees	Amount Paid	2015 No. of Retirees	Amount Paid	2016 No. of Retirees	Amount Paid
General City Retirement System	524	\$12,039,643	563	\$12,594,459	598	\$12,900,980
Firefighter's Benefit Fund	97	\$3,768,566	99	\$3,764,207	97	\$3,917,809
Police Benefit Fund	117	\$5,336,347	127	\$5,722,902	128	\$6,044,926
Total	738	\$21,144,556	789	\$22,081,568	823	\$22,863,715

	FY 14-15	FY 15-16	FY 16-17
Number of 1099R's Issued	795	811	823
Long-Term Debt Schedule			
Principal	\$6,665,000	\$6,830,000	\$6,640,000
Interest	\$2,525,139	\$2,141,023	\$1,899,470
Total Long-term Outstanding Debt	\$64,910,000	\$58,080,000	\$72,570,000
Bond Anticipation Notes Outstanding	\$4,700,000	\$4,500,000	\$7,400,000

General Government - (continued)

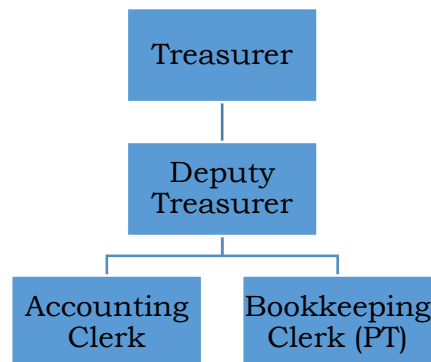
Expenditure and Position Summary

	2016 Actual	2017 Estimated	2018 Budget
Salary Expenditures	\$101,855	\$106,455	\$111,185
Full Time Positions	3	2	2
Part Time Positions	1	2	2

The Treasurer's Office salary expenditures are allocated to the pension fund for direct salary expenses incurred by the Treasurer's Office for the benefit of the pension funds. The pension funds will pay for a percentage of the Accounting Assistant and Bookkeeping Clerk's salaries which properly aligns expenses with the appropriate fund, in accordance with the Governmental Accounting Standards Board.

The average rate of return on investments increased over the last year. The City's portfolio earned an average of 40 basis points (BP) for fiscal year 2016, up 5 BP from the prior fiscal year. The City outperformed the three-month U.S. Treasury Bill again which averaged 2 BP. The federal funds interest rate is projecting gradual increases and at June 30, 2014, 2015 and 2016 it was 9 BP, 25 BP and 25 BP, respectively, remaining constant over the past two years. The federal funds rate is the rate at which depository institutions lend Federal Reserve balances to other depository institutions, usually overnight rate and is considered to be a low risk to near risk-free rate to measure against. The federal funds interest rate is determined by the members of the Federal Open Market Committee and since June 16, 2017, the Committee has set the target rate slightly higher than last year, ranging from .06 to 2.4 percent.

Organizational Chart



**Program Summaries-
General Government**

General Government - (continued)

Budget Highlights

0011019 TREASURER

OBJECT	PROJECT	DESCRIPTION	2016 ACTUAL EXPENDITURE	2017 ORIGINAL BUDGET	2017 REVISED BUDGET	2018 BUDGET REQUEST	2018 JOINT BOARD
SALARIES							
514000		REGULAR WAGES	\$89,268	\$85,300	\$87,095	\$91,945	\$91,945
515200		PART TIME	12,587	19,360	19,360	19,240	19,240
TOTAL SALARIES			\$101,855	\$104,660	\$106,455	\$111,185	\$111,185
CONTRACTUAL SERVICES							
531000		PROFESSIONAL FEES AND SERVICES	\$800	\$5,800	\$5,800	\$5,800	\$5,800
553000		TELEPHONE	5	120	120	120	120
553100		POSTAGE	4,066	4,300	4,300	4,300	4,300
554000		TRAVEL REIMBURSEMENT	71	250	250	120	120
581120		CONFERENCES AND MEMBERSHIPS	305	305	465	400	400
581150		MISCELLANEOUS BOND EXPENSE	300	300	300	300	300
581400		BANK CHARGES	6,373	30,000	29,840	20,000	20,000
TOTAL CONTRACTUAL SERVICES			\$11,920	\$41,075	\$41,075	\$31,040	\$31,040
SUPPLIES AND MATERIALS							
569000		OFFICE SUPPLIES	\$486	\$550	\$550	\$550	\$550
TOTAL SUPPLIES AND MATERIALS			\$486	\$550	\$550	\$550	\$550
TOTAL TREASURER			\$114,261	\$146,285	\$148,080	\$142,775	\$142,775

MANAGEMENT INFORMATION SYSTEMS

Scott Smith, MIS Manager
Office: 860-584-6275
scottsmith@bristolct.gov

Service Narrative

The Information Systems department is part of the Comptroller's Office. It is supervised by a Management Information Systems (MIS) Manager who manages the day-to-day operations of the department. In addition, the City has a Network Manager, a Systems Analyst and three Technical Support personnel. The department is responsible for maintaining, monitoring and controlling the computer systems for City facilities as well as the network infrastructure for the City and the Bristol Public Schools. Also, it maintains a web site that is available 24 hours a day, seven days a week. The site may be viewed at www.bristolct.gov

Fiscal Year 2017 Major Service Level Accomplishments

- Replaced phones at all City and school locations
- Expanded WiFi into public spaces
- Upgraded Groupwise email system
- Replaced computers citywide
- Replaced Police Department servers

Fiscal Year 2018 Major Service Level Goals

- Upgrade server operating systems
- Replace City Servers
- Assist BOE with Server replacement
- Upgrade network infrastructure
- Implement Enterprise Content Management System

**Program Summaries-
General Government**

General Government - (continued)

Long-Term Goals and Issues

- Implement IT security and training.
- Upgrade IT security policies.
- Expand wireless network throughout City to include outside Wifi network
- Continue to find cost saving measures through technology

Performance Measures

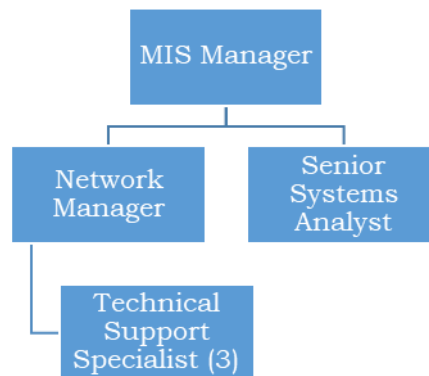
Quantitative: Breakdown of City's Computers			
Facility	# of Computers	Board of Education	# of Computers
City Hall	182	Administration	432
Police Dept	125	Bristol Central H.S.	474
Fire Dept.	32	Bristol Eastern H.S.	401
Main Library	97	Middle Schools/ K-8	2,134
Manross Library	20	Elementary Schools	593
Other	<u>102</u>		
Totals:	558	Totals:	4,034
Grand Total: 4,553			

Total Computers:		
FY 2015: 3,995	FY 2016: 4,553	FY 2017: 4,553

Expenditure and Position Summary

	2016 Actual	2017 Estimated	2018 Budget
Salary Expenditures	\$486,291	\$491,905	\$499,245
Full time Positions	6	6	6

Organizational Chart



**Program Summaries-
General Government**

General Government - (continued)

Budget Highlights

0011020 INFORMATION SYSTEMS

OBJECT	PROJECT	DESCRIPTION	2016 ACTUAL EXPENDITURE	2017 ORIGINAL BUDGET	2017 REVISED BUDGET	2018 BUDGET REQUEST	2018 JOINT BOARD
SALARIES							
514000		REGULAR WAGES	\$480,529	\$478,490	\$487,000	\$494,255	\$494,255
515100		OVERTIME	0	250	250	250	250
517000		OTHER WAGES	5,762	4,655	4,655	4,740	4,740
TOTAL SALARIES			\$486,291	\$483,395	\$491,905	\$499,245	\$499,245
CONTRACTUAL SERVICES							
531140		TRAINING	\$4,530	\$2,500	\$4,330	\$2,500	\$2,500
543000		REPAIRS AND MAINTENANCE	270,571	317,820	317,820	352,025	352,025
543010		FIBER LINE	6,315	5,000	7,000	5,000	5,000
543110		MAJOR COMPUTER EQUIPMENT REPAIRS	1,643	2,000	2,000	2,000	2,000
553000		TELEPHONE	12,003	14,160	15,960	14,160	14,160
553100		POSTAGE	65	50	50	50	50
554000		TRAVEL REIMBURSEMENT	922	500	500	500	500
581120		CONFERENCES AND MEMBERSHIPS	225	2,500	4,200	2,500	2,500
TOTAL CONTRACTUAL SERVICES			\$296,274	\$344,530	\$351,860	\$378,735	\$378,735
SUPPLIES AND MATERIALS							
561800		PROGRAM SUPPLIES	\$8,387	\$10,000	\$10,000	\$10,000	\$10,000
569000		OFFICE SUPPLIES	14	250	250	250	250
TOTAL SUPPLIES AND MATERIALS			\$8,401	\$10,250	\$10,250	\$10,250	\$10,250
CAPITAL OUTLAY							
570900	15008	OTHER CAP OUTLAY	\$44,200	\$44,200	\$44,200	\$0	\$0
570900	16004	EMAIL ARCHIVING	13,831	0	0	0	0
570900	16005	FILTER UPGRADE	11,957	0	0	0	0
579999		2018 EQUIPMENT	0	0	0	71,800	0
TOTAL CAPITAL OUTLAY			\$69,988	\$44,200	\$44,200	\$71,800	\$0
TOTAL INFORMATION SYSTEMS			\$860,954	\$882,375	\$898,215	\$960,030	\$888,230

PERSONNEL

Diane Ferguson, Personnel Director
Office: 860-584-6175
dianeferguson@bristolct.gov

Service Narrative

The department provides a number of services including recruiting, reviewing employment applications, interviewing and hiring, administering entry level, lateral and promotional testing for open positions and administration of employee and retiree insurance benefits. The department creates and maintains job descriptions for the City workforce and recommends pay levels. Personnel records are maintained for City employees from the date of hire until no longer required by state statute. The department stays abreast of the increasingly complex changes in employment-related laws and regulations to provide guidance to City departments regarding personnel issues and problems, and to assist in personnel planning.

The department is responsible for negotiation, administration and interpretation of labor contracts with five unions, and represents the City in grievance, mediation, arbitration and unfair labor practice hearings before the State Board of Labor Relations and the State Board of Mediation and Arbitration. Additionally, the department represents the City's interests in employment-related claims against the City and administers disability claims.

**Program Summaries-
General Government**

General Government - (continued)

The Risk Management Division of the Personnel Department is responsible for identifying, evaluating and managing potential hazards and exposures of risk to the City in an effort to reduce or minimize losses. The Division investigates auto accidents and administers worker's compensation and liability claims.

Fiscal Year 2017 Major Service Level Accomplishments

- Conducted 46 general recruitment processes, 2 police promotional and 1 police entry level processes, and 1 fire promotional process;
- Completed contract negotiations with BPSA union;
- Continued employee wellness initiative through employee education, activities and events;
- Updated Personnel Policies and Procedures;
- Rolled out Employee Self-Service to all employees;
- Coordinated sexual harassment training for supervisors, excel training and a social security education session for employees;
- Completed new intranet page for employee access to health, wellness, workplace safety, other information and events.

Fiscal Year 2018 Major Service Level Goals

- To complete contract negotiations with Fire, Locals #233 and #1338;
- To assist in the implementation of Kronos automated payroll system;
- To encourage wellness activities through events and education;
- To implement on-line annual open enrollment process for employee benefits
- To purchase and provide on-line training module for police and fire supervisors.

Performance Measures**Quantitative:**

Activity	Calendar 2014 Actual	Calendar 2015 Actual	Calendar 2016 Actual
Number of OSHA reportable Workers Compensation Claims	75	76	60
Lost Time Days	627	988	720
Grievances heard	18	14	14
Employees hired (excluding seasonal & temporary)	48	44	37

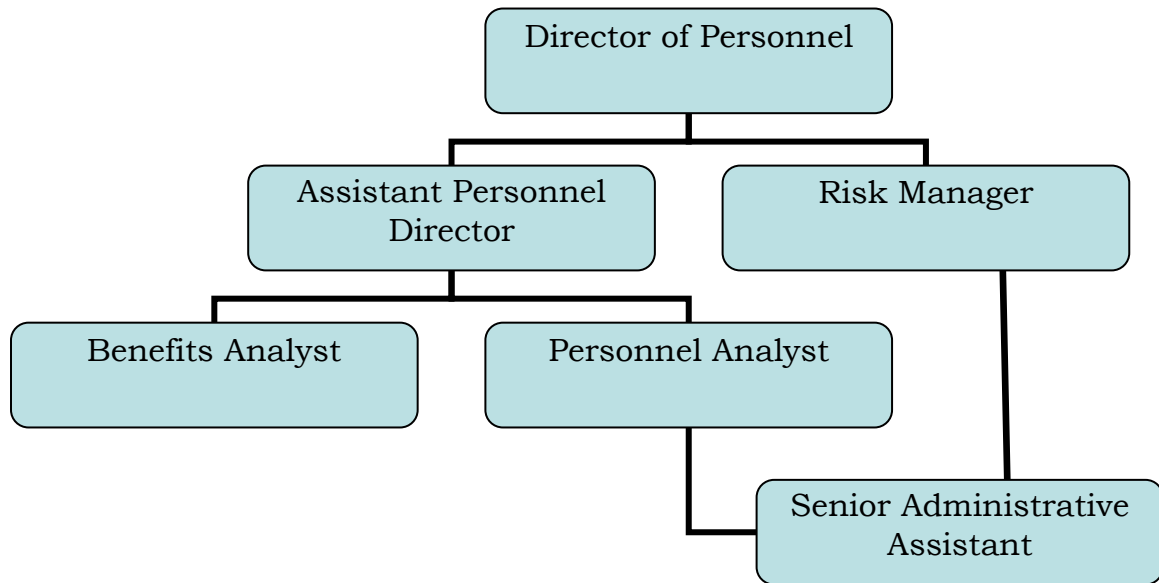
Expenditure and Position Summary

	2016 Actual	2017 Estimated	2018 Budget
Salary Expenditures	\$463,073	\$478,825	\$490,045
Full Time Positions	6	6	6

**Program Summaries-
General Government**

General Government - (continued)

Organizational Chart



Budget Highlights

0011021 PERSONNEL DEPARTMENT

OBJECT	PROJECT	DESCRIPTION	2016 ACTUAL EXPENDITURE	2017 ORIGINAL BUDGET	2017 REVISED BUDGET	2018 BUDGET REQUEST	2018 JOINT BOARD
SALARIES							
514000		REGULAR WAGES	\$460,887	\$468,675	\$474,103	\$487,710	\$487,710
515100		OVERTIME	922	1,000	1,800	1,000	1,000
515200		PART TIME	0	0	1,622	0	0
517000		OTHER WAGES	1,264	1,265	1,300	1,335	1,335
TOTAL SALARIES			\$463,073	\$470,940	\$478,825	\$490,045	\$490,045
CONTRACTUAL SERVICES							
531000		PROFESSIONAL FEES AND SERVICES	\$94,389	\$75,000	\$85,550	\$75,000	\$75,000
531145		APPLITRAK	3,258	3,490	3,490	3,735	3,735
543000		REPAIRS AND MAINTENANCE	101	150	150	150	150
543100		MOTOR VEHICLE SERVICE AND REPAIR	0	200	200	100	100
553000		TELEPHONE	25	200	200	100	100
553100		POSTAGE	693	800	800	800	800
554000		TRAVEL REIMBURSEMENT	31	200	200	200	200
555000		PRINTING AND BINDING	571	600	600	600	600
557700		ADVERTISING	10,743	13,500	24,200	13,000	13,000
581120		CONFERENCES AND MEMBERSHIPS	785	1,000	1,000	1,000	1,000
581135		SCHOOLING AND EDUCATION	7,799	10,000	10,000	10,000	10,000
TOTAL CONTRACTUAL SERVICES			\$118,395	\$105,140	\$126,390	\$104,685	\$104,685
PROFESSIONAL SERVICES							
531300		PRE-EMPLOYMENT EXAMINATIONS	\$7,650	\$6,000	\$8,800	\$6,000	\$6,000
TOTAL PROFESSIONAL SERVICES			\$7,650	\$6,000	\$8,800	\$6,000	\$6,000
SUPPLIES AND MATERIALS							
561800		PROGRAM SUPPLIES	\$3,835	\$3,855	\$3,855	\$3,855	\$3,855
562600		MOTOR FUELS	51	200	200	100	100
569000		OFFICE SUPPLIES	886	1,000	1,000	1,000	1,000
589100		EMPLOYEE MISC	66	1,000	1,000	500	500
TOTAL SUPPLIES AND MATERIALS			\$4,838	\$6,055	\$6,055	\$5,455	\$5,455
TOTAL PERSONNEL DEPARTMENT			\$593,956	\$588,135	\$620,070	\$606,185	\$606,185

CORPORATION COUNSEL

Edward C. Krawiecki, Jr., Corporation Counsel
860-584-6150
corpcounsel@bristolct.gov

Service Narrative

The Corporation Counsel's Office is the legal department for the City of Bristol. The legal office staff consists of one part-time Corporation Counsel, two full-time Assistant Corporation Counsels, one part-time Assistant Corporation Counsel, one full time Legal Assistant and one part time Legal Assistant. The Corporation Counsel's Office appears for and protects the rights of the City of Bristol in all civil actions, suits or proceedings affecting the City or any of its departments, officers, agencies, boards or commissions. The attorneys are the legal advisors to the Mayor, City Council, and all City officials, boards and commissions in all matters affecting the City, and upon request, furnishes these City officials with opinions on any questions of law involving their respective powers and duties. The Office also prepares and approves instruments, including contracts, real estate deeds and easements, to which the City is a party.

Fiscal Year 2017 Major Service Level Accomplishments

- Brownfields initiatives, including creation and support of Bristol Property Renewal Corporation as they relate to Middle Street, Riverside Avenue and East Main Street properties
- Provided assistance to the City Council Real Estate, Ordinance and Marketing Committees
- Sale of lots in the Southeast Business Park and other economic development activities
- Revised and added to the Code of Ordinances and related research
- Monitored all tax foreclosures, mortgage foreclosures and other various collection matter
- Collected on several water and sewer foreclosures.
- Prepared documents for acquisition and disposition of City's real estate
- Assisted Code Enforcement Committee and related departments, and commenced code enforcement litigation
- Prepared and reviewed contracts, agreements and grant applications
- Memorial Boulevard Middle School – Formation of 501(c)3
- Probate – Relocation Mediation of Costs

Fiscal Year 2018 Major Service Level Goals

- Draft, negotiate and execute all documents necessary for the sale of Centre Square property, including sale to Bristol Hospital
- Negotiate New Lease Agreement for Superior Court
- Monitoring Water Department issues
- Legal assistance to Mayor's Marketing Task Force
- Continuous auditing of outside legal fees
- Land Use Applications for Center Square
- Land Use Planning/Transfer of Main Street Property
- Land Use Planning/Transfer of Bristol Hospital Adjacent Property to PanAm
- Assist neighborhood revitalization efforts
- Provide continued legal assistance to all City officials, board and commissions

Program Summaries- General Government

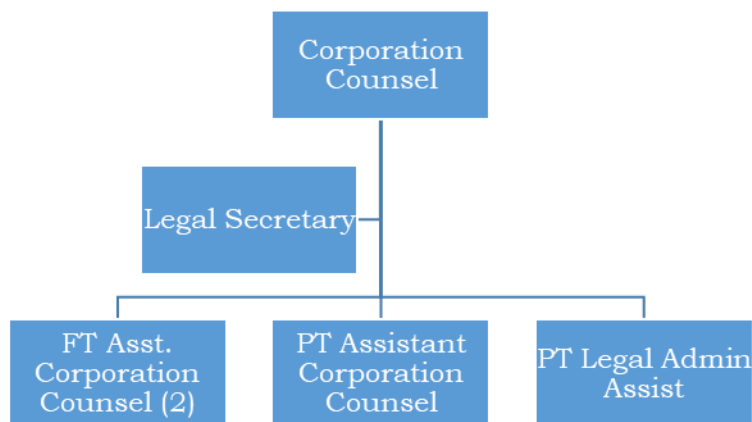
General Government - (continued)

- Code enforcement activities and Committee monitoring - Blight/Relocation/Code Enforcement
- Brownfields initiatives including 894 Middle Street and collaboration with EPA, DEEP and DECD
- Continued responsibility for City's litigation matters
- Ongoing contract review for City projects
- Return of City acquired properties to the tax rolls
- Ordinance updates and initiatives
- Significant tax appeals
- Discussion of possible sale of tax liens (Sessions Building)
- Tax foreclosure actions
- Provide representation in heart and hypertension files
- Ongoing collections on water and sewer foreclosure accounts
- Assist Parking Authority in operational activities
- Recovery of Code Enforcement expenditures
- Administration of Municipal Citation Program
- Assist with Relocation Program and revision of Relocation Policy
- Tax Collection actions for unpaid real property taxes
- Facilitate remediation efforts and conveyance of Sessions Building
- Centre Square parking garage
- Centre Square access road negotiation

Expenditure and Position Summary

	2016 Actual	2017 Estimated	2018 Budget
Salary Expenditures	\$399,534	\$405,505	\$412,595
Full Time Positions	3	3	3
Part Time Positions	3	3	3

Organizational Chart



**Program Summaries-
General Government**

General Government - (continued)

Budget Highlights

0011022 CORPORATION COUNSEL

OBJECT	PROJECT	DESCRIPTION	2016 ACTUAL EXPENDITURE	2017 ORIGINAL BUDGET	2017 REVISED BUDGET	2018 BUDGET REQUEST	2018 JOINT BOARD
SALARIES							
514000		REGULAR WAGES	\$300,191	\$298,980	\$307,340	\$314,685	\$314,685
515100		OVERTIME	1,959	3,035	3,035	3,195	3,195
515200		PART TIME	97,384	94,580	95,130	94,715	94,715
TOTAL SALARIES			\$399,534	\$396,595	\$405,505	\$412,595	\$412,595
CONTRACTUAL SERVICES							
531000		PROFESSIONAL FEES AND SERVICES	\$106,682	\$195,000	\$196,274	\$200,000	\$200,000
531000	14021	PROFESSIONAL FEES AND SERVICES	31,519	0	94,488	60,000	60,000
543000		REPAIRS AND MAINTENANCE	0	100	100	100	100
553000		TELEPHONE	18	150	150	150	150
553100		POSTAGE	479	500	500	500	500
554000		TRAVEL REIMBURSEMENT	803	600	600	600	600
581120		CONFERENCES AND MEMBERSHIPS	665	665	665	665	665
581135		SCHOOLING AND EDUCATION	330	5,000	5,000	5,000	5,000
TOTAL CONTRACTUAL SERVICES			\$140,496	\$202,015	\$297,777	\$267,015	\$267,015
SUPPLIES AND MATERIALS							
561800		PROGRAM SUPPLIES	\$11,186	\$16,575	\$16,575	\$16,905	\$16,905
569000		OFFICE SUPPLIES	789	800	800	800	800
TOTAL SUPPLIES AND MATERIALS			\$11,975	\$17,375	\$17,375	\$17,705	\$17,705
TOTAL CORPORATION COUNSEL			\$552,005	\$615,985	\$720,657	\$697,315	\$697,315

TOWN AND CITY CLERK

Therese Pac, Town and City Clerk, MCTC, MMC
Registrar of Vital Statistics
860-584-6200
theresepac@bristolct.gov

Service Narrative

The Bristol Town Clerk is also the City Clerk and Registrar of Vital Statistics. A small number of municipalities in Connecticut have both a Town and City Clerk and of those towns, even fewer have the three positions consolidated under a single municipal office.

The Bristol Town and City Clerk's Office is responsible for numerous public records such as land records, vital statistics, election results, dog licenses, vendor/merchandising licenses which in other towns are issued by the police department, meeting notices and agendas, City Council and Joint Board records and minutes, litigation records concerning the City, Justice of the Peace lists, military discharge records, lists of current members of all commissions, and boards and all elected and appointed officials in Bristol, and bonding packages and contracts in the City. It is also the custodian of the Town, City and Registrar of Vital Statistics seals.

The Office processes and records all legal instruments relating to real estate within the City and certifies recorded documents. The Office collects conveyance taxes for the City and the State. As part of land transaction recording, there are other fees collected including LoCIP funds for the City, affordable housing/open farmland and historic preservation funds for the State. Conveyance revenue has experienced a slight increase related to a limited real estate recovery.

Bristol has a hospital which generates considerable vital statistic related activity. The Registrar of Vital Statistics is responsible for preparing, issuing and creating the permanent record for all vital records in Bristol, which include burial and cremation permits, birth and death certificates, marriage licenses, and certified copies

General Government - (continued)

to the State and resident towns. In addition, the Office maintains burial information for numerous City-owned cemeteries.

The City Clerk's responsibility is to prepare and provide access to the agendas, correspondence, minutes and calendars for the City Council and Joint Board. The Office compiles the annual calendars for all boards and commissions and provides copies of the minutes and agendas of other boards for public viewing. The Town and City Clerk advises departments regarding records retention and FOI regulations pertaining to minutes, agendas and meetings.

There are other duties involving the Town Clerk's Office which include issuing merchandising, liquor, carnival and going out of business permits, dog licenses, trade name certificates, filing and certifying military service discharges, advertising discontinued and approved streets and sidewalk deferrals, processing and publishing the Ordinances of the City of Bristol and amendments to the Charter, recording all Bristol notary appointments, and providing notary services for City Hall and the public. As a service, the Office assists handicapped residents with free State of Connecticut fishing licenses.

The Town Clerk is the agent for service of the City and processes all lawsuits, claims, notices of intent, ethics complaints, housing code appeals, and citation hearings. In addition, the public frequently utilizes the Office as an information center to answer questions relating to various functions in government and the private sector. These inquiries are made by mail, telephone, e-mail, and in-person.

The Office has several election related duties. These duties include the issuance and receipt of absentee ballots, advertising the elections, creating the election ballot, maintaining the registration and campaign finance records of municipal candidates, crafting the questions and explanatory text on the ballot, administering the oath of office to appointed and elected officials, and compiling and auditing election results and retaining them as permanent record. In addition, the Office is responsible for the appointment of unaffiliated Justices of the Peace, responding to questions concerning Justices of the Peace, and the processing and recording of all Justice of the Peace appointments, including vacancies.

Fiscal Year 2017 Major Service Level Accomplishments

- Completed and wrote a State grant for backfile conversion of land record documents to electronic format and linked to indexes from 1946 through 1958 consisting of approximately 61,798 records. This project is the continuation of a multi-year, long term goal of backfile scanning of the OIB land record indexes from 1905 to 1974.
- Successfully marketed and managed the sale of 29 annual subscriptions for land record indexes. The subscriptions generated \$7,250 in annual revenue for the City.
- E-recorded approximately 1,439 documents in the past year.
- Administered and managed the absentee ballot process and issuance of 2,200 ballots for the August, 2016 primary and the November, 2016 Presidential election.
- Facilitated the conversion to the CT Election Management System for the 2016 primary and election. Bristol served as a test town for the system during the August primary.
- Successfully managed Town Clerk services through continuing temperature and environmental issues resulting from the HVAC system in City Hall.
- Facilitated the appointments, administered the oaths, created the certificates, and performed required notifications for 218 Justices of the Peace.

Program Summaries- General Government

General Government - (continued)

- Reviewed and processed approximately 800 signatures on 30 petitions for candidates in the election.
- Sponsored a Justice of the Peace conference in City Hall in March, 2017.
- Served as the test town for the CT Statewide birth registry system conversion.
- Sponsored a CCM Records Management training workshop for municipal employees on September, 2016

Fiscal Year 2018 Major Service Level Goals

- Complete and write a State grant for backfile conversion of land record documents to electronic format and link them to indexes from 1933 through 1946. This project will continue a multi-year, long term goal of backfile scanning of the OIB land record indexes from 1905 to 1974.
- Initiate the planning process to expand the Town Clerk vault space as a capital project.

Long-Terms Goals and Issues

- Institute, plan, and manage a records management program to handle disaster recovery, and current and future needs for the storage, retention, and management of all municipal records in the City.

Performance Measures

The Office serves more than 100 customers per day. This number does not include mail-in requests, telephone inquiries, e-mail requests, and internal requests. The Office consistently receives numerous compliments from the public regarding customer service and service efficiency.

Number of Transactions

Category	2015	2016	2017
Dog Licenses	2,627	2,474	2,480
Sporting Licenses	12 handicapped	12 handicapped	12 handicapped
Burial & Cremation Permits	842	859	868
Vital Statistics Copies (estimated)	8,100	8,000	8,340
Marriage Licenses	244	220	248
Trade Name Certificates	130	136	131
Documents Notarized (estimated)	900	770	900
Liquor Permits	85	82	80
Notary Certificates	159	170	173
Land Record Documents	10,902	10,862	10,905

**Program Summaries-
General Government**

General Government - (continued)

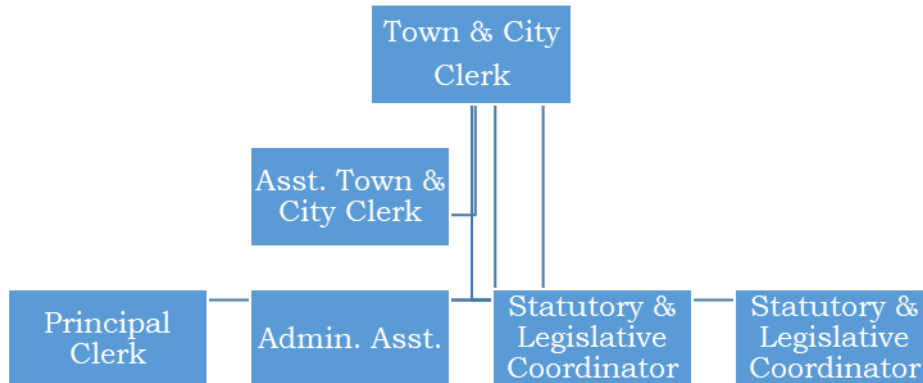
Value of Transactions

Category	2015	2016	2017
Merchandising Licenses	\$2,835	\$3,727	\$4,310
Burial Permits	2,526	2,577	2,604
Recording Fees	273,600	289,151	298,310
Real Estate Conveyance Transfers	662,951	825,506	968,407
Dog Licenses	7,600	6,400	6,670
Marriage Licenses	2,440	2,200	2,480
Historic Preservation	7,134	7,235	7,060
Copies	47,867	48,072	48,863
Vital Statistics	131,941	131,805	136,766
Miscellaneous Fees (Notary, Liquor)	15,781	16,600	18,098
Total	\$1,154,675	\$1,333,273	\$1,493,568

Expenditure and Position Summary

	2016 Actual	2017 Estimated	2018 Budget
Salary Expenditures	\$323,534	\$344,090	\$348,965
Full time Positions	6	6	6

Organizational Chart



**Program Summaries-
General Government**

General Government - (continued)

Budget Highlights

0011023 CITY CLERK

OBJECT	PROJECT	DESCRIPTION	2016 ACTUAL EXPENDITURE	2017 ORIGINAL BUDGET	2017 REVISED BUDGET	2018 BUDGET REQUEST	2018 JOINT BOARD
SALARIES							
514000		REGULAR WAGES	\$321,116	\$337,055	\$341,790	\$346,765	\$346,765
515100		OVERTIME	2,418	2,300	2,300	2,200	2,200
TOTAL SALARIES			\$323,534	\$339,355	\$344,090	\$348,965	\$348,965
CONTRACTUAL SERVICES							
531000		PROFESSIONAL FEES AND SERVICES	\$53,360	\$57,600	\$57,600	\$55,000	\$55,000
543000		REPAIRS AND MAINTENANCE	372	400	400	400	400
553000		TELEPHONE	12	50	50	50	50
553100		POSTAGE	5,096	7,000	7,000	6,600	6,600
554000		TRAVEL REIMBURSEMENT	251	250	250	250	250
555000		PRINTING AND BINDING	4,599	5,800	5,800	5,600	5,600
557700		ADVERTISING	3,104	4,600	4,600	4,300	4,300
581120		CONFERENCES AND MEMBERSHIPS	830	830	830	845	845
581135		SCHOOLING AND EDUCATION	620	625	625	625	625
TOTAL CONTRACTUAL SERVICES			\$68,244	\$77,155	\$77,155	\$73,670	\$73,670
SUPPLIES AND MATERIALS							
561800		PROGRAM SUPPLIES	\$249	\$250	\$250	\$250	\$250
569000		OFFICE SUPPLIES	1,481	2,000	2,000	1,900	1,900
TOTAL SUPPLIES AND MATERIALS			\$1,730	\$2,250	\$2,250	\$2,150	\$2,150
TOTAL CITY CLERK			\$393,508	\$418,760	\$423,495	\$424,785	\$424,785

BOARD OF FINANCE

Cheryl Thibeault, Chairperson
Comptroller's Office: (860) 584-6127

Service Narrative

The Board of Finance consists of nine members including the Mayor. Members are nominated by the Mayor, and appointed by the City Council to a term of four years. Members do not receive compensation and must be an elector and taxpayer in the City of Bristol.

The Board of Finance is responsible for selecting the City's independent auditors, reviewing budgets from the Board of Education and City Departments, soliciting public comment on these budgets, and recommending a combined budget to the joint meeting of the City Council and Board of Finance, as well as reviewing appropriation transfers and additional appropriations.

The Board of Finance meets with the City Council on the second Tuesday of every month to form the Joint Board and meet independently on the fourth Tuesday each month.

Program Summaries- General Government

General Government - (continued)

Fiscal Year 2017 Major Service Level Accomplishments

- Board of Finance adopted estimated 2017-2018 budget on May 15, 2017
- Board of Finance and City Council formally adopted 2017-2018 budget in a Joint Board Meeting held May 31, 2017
- Held each monthly meeting with a quorum

Fiscal Year 2018 Major Service Level Goals

- Adopt the estimated budget for 2018-2019 by April 24, 2018
- Hold all monthly meetings with a quorum
- Review all budgetary requests for the most favorable results for the taxpayers of Bristol

Budget Highlights

The \$1,300 Overtime line item is for costs associated with recording minutes of monthly meetings. The Professional Fees and Services line item pays for the annual City audit.

0011024 BOARD OF FINANCE

OBJECT	PROJECT	DESCRIPTION	2016 ACTUAL EXPENDITURE	2017 ORIGINAL BUDGET	2017 REVISED BUDGET	2018 BUDGET REQUEST	2018 JOINT BOARD
SALARIES							
515100	OVERTIME		\$1,433	\$1,250	\$1,250	\$1,300	\$1,300
TOTAL SALARIES			\$1,433	\$1,250	\$1,250	\$1,300	\$1,300
CONTRACTUAL SERVICES							
531000	PROFESSIONAL FEES AND SERVICES		\$61,100	\$65,000	\$65,000	\$65,570	\$65,570
589100	MISCELLANEOUS		0	100	100	100	100
TOTAL CONTRACTUAL SERVICES			\$61,100	\$65,100	\$65,100	\$65,670	\$65,670
TOTAL BOARD OF FINANCE			\$62,533	\$66,350	\$66,350	\$66,970	\$66,970

Board of Finance Members:

Ken Cockayne, Mayor
Cheryl Thibeault, Chairperson
John Smith, Vice Chairperson
Ron Burns
Orlando Calfe
Jake Carrier
Derek Czenczelewski
Mike Fiorini
Mike LaMothe

Expiration of Term

11/2017(Elected)
06/2021
06/2019
06/2020
06/2017
06/2019
06/2020
06/2018
06/2018

**City of Bristol, Connecticut
Board of Finance**

 <p>Cheryl Thibeault, Chairperson</p>	 <p>John Smith, Vice Chairperson</p>	 <p>Mayor Ken Cockayne</p>
 <p>Ron Burns, Commissioner</p>	 <p>Jake Carrier, Commissioner</p>	 <p>Orlando Calfe, Commissioner</p>
 <p>Derek Czenczelewski, Commissioner</p>	 <p>Mike Fiorini, Commissioner</p>	 <p>Mike LaMothe, Commissioner</p>

General Government - (continued)

HOUSING CODE BOARD OF APPEALS

The Housing Code Board of Appeals consists of eight resident electors who are nominated by the Mayor and appointed by the City Council. Members serve staggered three-year terms. Any person aggrieved by an order or notice issued by the Director of Health for violations of Chapter 12 of the Code of Ordinances may appeal to the board within fourteen days after receipt of the order or notice. Appeals are filed with the Town and City Clerk. The board then sets a hearing between seven and fourteen days after the filing of the appeal and notifies the applicant and the Director of Health of the hearing date. At the hearing, the applicant is given an opportunity to be heard and to show cause why the director's notice or order should be modified, extended, withdrawn, or a variance granted.

Budget Highlights

0011026 HOUSING CODE BOARD OF APPEALS

OBJECT	PROJECT	DESCRIPTION	2016 ACTUAL EXPENDITURE	2017 ORIGINAL BUDGET	2017 REVISED BUDGET	2018 BUDGET REQUEST	2018 JOINT BOARD
SALARIES							
515100		OVERTIME	\$252	\$450	\$450	\$420	\$420
		TOTAL SALARIES	\$252	\$450	\$450	\$420	\$420
CONTRACTUAL SERVICES							
553100		POSTAGE	\$14	\$25	\$25	\$35	\$35
		TOTAL CONTRACTUAL SERVICES	\$14	\$25	\$25	\$35	\$35
		TOTAL HOUSING CODE BOARD OF APPEALS	\$266	\$475	\$475	\$455	\$455

DEPARTMENT OF AGING

Patricia Tomascak, Executive Director
860-584-7895
240 Stafford Ave.
patriciatomascak@bristolct.gov

The Department of Aging Services provides Bristol's senior citizens aged 55 and older (14.9% of the population) with a wide variety of programs and services aimed at promoting health, recreation, socialization, independence and aging with dignity. Seniors can take advantage of the many services offered at the Beals Senior-Community Center, which includes a daily lunch program, dental and foot care services and social service assistance. Additionally, the center offers many recreational activities, including a billiards parlor, woodworking shop, ceramics, art, fitness classes, weekly dances, and several classes including computers courses. Other activities available at the senior center include: a coffee shop, a library, a boutique and a fitness room. There are many opportunities for seniors to volunteer throughout the year. While most activities occur at the Beals Senior Community Center, the Department is responsible to assist the elderly through the office of the Municipal Agent for the Elderly.

The Department's main focus is providing services to seniors. The director of the Department also has a responsibility to the tenants housed in the complex, which include the Bristol Burlington Health District and the Region 19 Probate Court.

General Government - (continued)

Services and Activities

- | | | |
|--------------------------|--------------------|----------------------|
| • Blood Pressure Clinic | • Foot Care Clinic | • Dental Clinic |
| • Woodworking Room | • Hearing testing | • Computer Room |
| • Lunch Program | • Exercise Room | • Billiards Room |
| • Boutique | • Library | • Coffee Shop |
| • Wii Golf League | • Pickle Ball | • Photography Club |
| • Ping Pong | • Wednesday Movies | • Rec Room |
| • Tuesday Social Dances | • Bridge | • Friends of the BSC |
| • Brush and Palette Club | • Card Room | • Mah-Jong |
| • Exercise Classes | • Canasta | • Wii Bowling |
| • Art Room | • Gymnasium | • Thursday Bingo |
| • Setback | • Ceramics Room | • Painting Classes |
| • Quilting | • Chair Caning | • Tap Dance |
| • Smovey | • Reiki | • Reflexology |
| • Ping Pong | • Adult cooking | • Cribbage |
| • Bocce | • Horseshoes | • Balance Testing |

Fiscal Year 2017 Major Service Level Accomplishments

The Senior Center was successful in filling all 42 community gardens in 2017. This is the most in the six years since its opening. In 2015, volunteers constructed six new raised beds to add to the garden area. In May of 2016 as part of the Day of Caring, our volunteers along with students from the Preparatory Academy of Bristol constructed seven more new raised beds. Many of the applicants with the larger gardens say they do it out of necessity, whereas the seniors who maintain the smaller handicapped beds, do it for a hobby and like providing produce for their neighbors. No matter what the reason, it's nice to see people coming together in the community.

The Farmers Market Program began in July 2011, distributing to 102 eligible seniors. In 2012, we distributed to 307 eligible seniors, and in 2013, we distributed to 251 seniors. In 2014, we distributed 319 Farmers Market coupon books. In 2015, 325 books were distributed, and 350 in 2016. We have 350 books for distribution for the summer of 2017 and hope to distribute all of them out once again.

In February 2012, the Senior Center started providing trips and tours again with the help of a volunteer. Six day trips were slated for 2012, along with an extended trip to South Dakota. In 2013, a total of eight trips were offered, along with a Northern National Parks Trip. The 2014 trip schedule increased considerably. With the assistance of a volunteer trip coordinator, the Bristol Senior Center offered a total of 14 trips ranging from day trips, to overnight trips, and even a Transatlantic Cruise. The seniors are thrilled that this activity has been re-established. A total of 17 were offered in 2015 which included a Caribbean Cruise and a Music City Tours trip. Again, 17 trips were offered for the 2016 which highlighted a trip to Ireland and Niagara Falls. Over 700 seniors signed up for trips this year.

The Senior Center has over 6,000 members. The membership and participation has increased steadily over the last three years as indicated in the performance measures. An Informational Health Fair was offered in the fall at which 48 vendors provided our seniors with valuable information. The fair included speakers and various health screenings, too. Monthly entertainment has continued for the seniors which is very well received. The Fall Craft Fair which was a huge success in 2014 is now an annual event. An Art Show was held for the second time this past year and was a huge success. The May Olympics was a big hit with the members as well. Instructional classes continue to be popular, with new classes being added. Over 25 special events

General Government - (continued)

were offered, and weekly lectures are continuously offered. The new fitness room continues to grow in popularity, and now has 140 members. The recreation room is active with Wii bowling, Wii golf, video fitness, ping pong and darts.

The Senior Center worked with the Board of Education to offer intergenerational programming as well this past year. Members of the Bristol Central High School Interact Club volunteer at most of our special events serving the seniors and providing assistance as necessary. We worked with the students from the Bristol Preparatory Academy this year to offer classes in technical support. Seniors were taught by the students on a one on one basis to learn how to use their personal devices, whether it was a new cell phone, PC, Mac Book, Kindle or I-pad. Seniors and students worked together in six week sessions to learn about their devices. The Senior Center and the Bristol Pre-school worked together to launch a Reading Buddies program. Seniors were matched up with the pre-school children and read books to them every Tuesday throughout the year. We worked with the United Way Youth Board to offer a Senior Prom. High school students from the area high schools helped in organizing and running this special event. 120 seniors enjoyed the night which included an Italian meal, live band and dancing, a photo booth, and of course a king and queen.

The Senior Center now houses a video service delivery system which connects residents with the Social Security Department. The video conferencing equipment allows Social Security employees to speak face to face with Bristol residents. The service is available on Wednesdays from 9:00 a.m. to 12:00 noon to Bristol residents.

Fiscal Year 2018 Major Service Level Goals

- Reach out to residents aged 55 and older and encourage membership.
- Increase programming that focuses on cognitive thinking.
- Continue to offer intergenerational programs of interest.
- Completion of an outdoor walking path

Long-Term Goals and Issues

- To continue to address the growing number of baby boomers who are now reaching the eligible age to become members of the Senior Center. The senior population is varied in interests and in availability for participation in programs and special events. We need to strive to accommodate all of the City's senior citizens, and begin to reach out to seniors by offering a variety of programming both during the day, and in the evening as well.
- Encourage the discussion on transportation issues and needs for the quickly growing senior population.

Performance Measures

Seminars and classes offered to seniors provide current information in today's ever changing environment on financial issues, long-term care, medical insurance, housing options, nursing homes, energy conservation, fire safety, compulsive behaviors, and end of life issues with social security and funeral homes.

The Senior Center now has full time certified Choices Counselors available daily to assist seniors with their applications and forms for Medicare, Medicare Part D, Medicare Savings Program, and Food Stamps.

**Program Summaries-
General Government**

General Government - (continued)

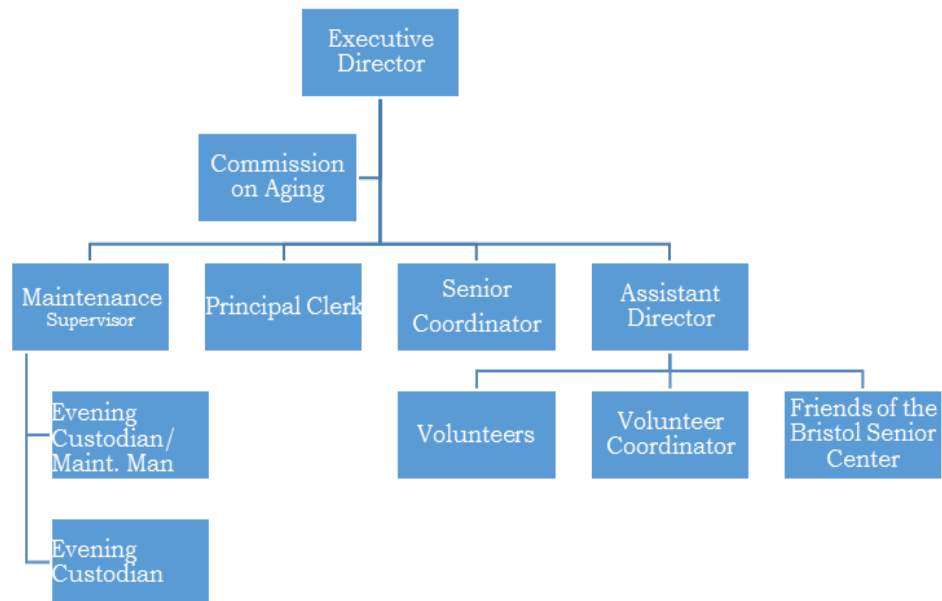
PROGRAMS	2015 Attendees	2016 Attendees	2017 Attendees
Classes	1,218	1,323	1,807
Activities	29,242	32,711	36,629
Health Services	2,509	2,119	2,145
Social Services	26,033	28,876	31,945
Special Events/Seminars	2,932	4,375	4,412

NEW MEMBERS	2015	2016	2017
	352	407	431

Expenditure and Position Summary

	2016 Actual	2017 Estimated	2018 Budget
Salary Expenditures	\$353,948	\$387,605	\$396,365
Full time Positions	7	7	7

Organizational Chart



**Program Summaries-
General Government**

General Government - (continued)

Budget Highlights

0011027 DEPARTMENT OF AGING

OBJECT	PROJECT	DESCRIPTION	2016 ACTUAL EXPENDITURE	2017 ORIGINAL BUDGET	2017 REVISED BUDGET	2018 BUDGET REQUEST	2018 JOINT BOARD
SALARIES							
514000		REGULAR WAGES	\$322,484	\$350,560	\$354,535	\$361,595	\$361,595
515100		OVERTIME	14,315	16,055	16,055	16,140	16,140
517000		OTHER WAGES	17,149	17,015	17,015	18,630	18,630
TOTAL SALARIES			\$353,948	\$383,630	\$387,605	\$396,365	\$396,365
CONTRACTUAL SERVICES							
541000		PUBLIC UTILITIES	\$100,838	\$120,000	\$120,000	\$110,000	\$110,000
541100		WATER AND SEWER CHARGES	3,540	4,655	4,655	4,655	4,655
543000		REPAIRS AND MAINTENANCE	6,706	7,000	7,000	7,000	7,000
553000		TELEPHONE	897	900	900	900	900
553100		POSTAGE	1,107	1,100	1,100	1,200	1,200
554000		TRAVEL REIMBURSEMENT	1,270	1,400	1,400	1,400	1,400
581120		CONFERENCES AND MEMBERSHIPS	422	500	500	500	500
585028		BCO- DIAL-A-RIDE PROGRAM	70,160	70,160	70,160	70,160	70,160
585028	16G03	BCO/ADM	57,275	0	0	0	0
TOTAL CONTRACTUAL SERVICES			\$242,215	\$205,715	\$205,715	\$195,815	\$195,815
SUPPLIES AND MATERIALS							
561400		MAINTENANCE SUPPLIES	\$9,990	\$10,000	\$10,000	\$11,000	\$11,000
561800		PROGRAM SUPPLIES	4,874	6,000	6,000	6,000	6,000
562200		NATURAL GAS	27,588	43,000	43,000	35,000	35,000
562300		GENERATOR FUELS	0	1,500	1,500	1,500	1,500
569000		OFFICE SUPPLIES	760	800	800	850	850
TOTAL SUPPLIES AND MATERIALS			\$43,212	\$61,300	\$61,300	\$54,350	\$54,350
TOTAL DEPARTMENT OF AGING			\$639,375	\$650,645	\$654,620	\$646,530	\$646,530

Commission Members

Expiration of Term

Teresa Barton, Chair	03/2019
John Hartman, Commissioner	03/2018
Patricia Malone, Commissioner	03/2020
Larry Zbikowski, Commissioner	03/2020
Natale Barrett, Vice Chair	03/2019
Dino Bossi, Commissioner	03/2020
David Preleski, City Council Liaison	11/2017

General Government - (continued)

NAUGATUCK VALLEY COUNCIL OF GOVERNMENTS

Service Narrative

The Naugatuck Valley Council of Governments (NVCOG) is a forum for chief elected officials to discuss issues of common concern and to develop programs to address them on a regional level. Fundamentally, NVCOG is a planning organization, concerned with transportation, land use, environmental and emergency planning for the Naugatuck Valley Region. NVCOG sets regional priorities for a variety of federal and state funding programs, oversees regional programs for member municipalities, and provides technical assistance to municipalities, state and federal agencies, local organizations, and the general public. The City of Bristol joined NVCOG because the Central Connecticut Regional Planning Agency disbanded.

Budget Highlights

0011030		NAUGATUCK VALLEY COUNCIL OF GOVERNMENTS					
OBJECT	PROJECT	DESCRIPTION	2016 ACTUAL EXPENDITURE	2017 ORIGINAL BUDGET	2017 REVISED BUDGET	2018 BUDGET REQUEST	2018 JOINT BOARD
CONTRACTUAL SERVICES							
531000		PROFESSIONAL FEES AND SERVICES	\$25,824	\$26,490	\$26,490	\$25,830	\$25,830
TOTAL CONTRACTUAL SERVICES			\$25,824	\$26,490	\$26,490	\$25,830	\$25,830
TOTAL NVCOG			\$25,824	\$26,490	\$26,490	\$25,830	\$25,830

YOUTH SERVICES

Eileen McNulty, Director
860-314-4690
51 High Street
eileenmcnulty@bristolct.gov

Service Narrative

Bristol Youth Services is a community-based social service bureau and a member of the Connecticut Youth Service Association which is charged with advocating for youth and centrally coordinating the comprehensive delivery of services and advocacy for youth and their families. The Department provides services to strengthen the healthy functioning of families and provides opportunities for all youth to function as responsible members of the community.

The Bureau strives to enhance the networking and support between family, school, peer and community environments. Programs assist youth in the development of their desires, skills, talents, and goals, and view children as valued and contributing members of the community. Center-based activities and outreach activities to schools and neighborhoods cultivate young people's sense of responsibility, self-worth and encourage community service.

General Government - (continued)

Youth Services holds a commitment to meet the needs of youth and their families, thereby diverting the youth from involvement with the justice system or becoming victims of violence or abuse. Emphasis is placed on offering services to aid in ameliorating conditions leading to teenage pregnancy, suicide, violence, substance abuse, cultural intolerance, anti-social or self-destructive behavior, and the neglect or abuse of children.

Two primary service areas, characterize the Youth Service Bureau:

Direct Services

- | | |
|--|--|
| • Information and Referral | • Advocacy and Service Coordination |
| • Juvenile Diversion Programming | • Crisis Support and Case Management |
| • Individual and Family Counseling | • Youth Employment Training |
| • Outreach Support Services | • Positive Youth Development Groups |
| • Adventure-based and Experiential Education | • Recreational/Cultural Enrichment Activities and Events |

Administrative Services

- Community Needs Assessment, Advocacy and Resource Development
- Community Coalition Building Employing Prevention Strategies
- Results-based Accountability Management Strategies

The Bristol Youth Commission annually reviews program proposals and determines programs to be funded through PROJECT AWARE that complement the mission and goals of Bristol Youth Services. Each year, programs are designed to fill the gaps in services or enhance existing services to promote the healthy functioning of youth and families. *Positive Youth Development* programs are designed to build skills and competencies of young people, nurture the pursuit of their goals and aspirations, and strengthen family, peer, school and community connections. Group programs develop skills such as budgeting or assertive communication and have an experiential component such as apartment hunting or wilderness survival. Participants learn about poignant teen issues, such as anti-bullying and human development, and sponsor a community service project. The names of a few of these programs include: Peer Education, Skills to Pay the Bills, Lunch Buddies, Girls With A Purpose, Man Up, and The Climbing Team. *Behavioral and Emotional Wellness* services respond to young people who are experiencing emotional distress related to complicated life stressors including significant losses or an addiction illness of a loved-one. Programs educate and support participants to aid in their development of resiliency skills and make positive social and emotional improvements. These programs include: Young Men's Issues Group, Young Women's Issues Groups, and Bananas Split Too! All of the programs strive to be accessible and culturally responsive. Other programs are co-sponsored and funded through private and public grants and donations to enhancement services and/or fill the gaps in needed services.

Child Welfare services assist and empower families to meet basic needs and maintain a supportive family environment. Programs aim to reduce barriers to accessing services, such as: financial hardship; lack of access to behavioral health care; and lack of transportation. These services include: application assistance and case management, coordination of New Beginnings Back-to-School supplies in collaboration with faith-based organizations and Holiday Gift Giving made possible through community and corporate donations.

General Government - (continued)

Fiscal Year 2017 Major Service Level Accomplishments

- Implemented group programs and provided individual and family services to 191 unduplicated youth to support their wellness, positive development of character and life skills.
- Offered training in Restorative Justice Practices to Juvenile Review Board members and diverted 34 youth from involvement with the court system by implementing alternative interventions to remediate conditions.
- Facilitated employment training for 9 youth to support their school attendance and performance and to mentor students to envision a career and learn skills to enhance their ability to secure competitive employment.
- Collaborated a variety of summer programs to reduce economic isolation and facilitated 146 youth in making constructive use of leisure time.
- Supported youth involvement in advocacy and substance abuse prevention events directly impacting over 1,250 teens.
- Coordinated inter-district educational programming to 262 elementary school students to enhance academic performance and reduce economic and racial isolation.
- Assisted over 500 families with information and referrals to sustain a basic lifestyle by providing support, soliciting donations on their behalf, and bridging them to resources for housing, food, clothing and healthcare.
- Coordinated Holiday Giving and Back-to-School assistance with 14 organizations, groups and private donors reaching 115 children during the holidays and 66 children received Back-to-School supplies.
- Generated additional revenue through grants to sponsor prevention strategies and positive youth development programs.
- Electronically recorded data to generate quantitative reports.

Fiscal Year 2018 Major Service Level Goals

- To access and implement a data collection program to guide the Results-based Accountability (RBA) framework in administration and case management of programs and strategies used to ensure success.
- To manage/implement the Administrative Core Unit (ACU) strategies and activities of: enhanced operations; research; resource development; community involvement, and; youth advocacy in keeping with State and local regulations.
- To offer or effectuate direct service programs to: divert youth from the juvenile justice system; support wellness and mental health; meet child welfare needs; prevent teen pregnancy; provide parent education; facilitate positive youth development programs, and; outreach to the community.
- To coordinate and collaborate with community leaders, providers and citizens to research, document, strategize, advocate and develop resources to prevent youth substance abuse and increase cultural responsiveness.
- To maintain a high quality of program service delivery through advancing staff development and implementing best practice standards.

**Program Summaries-
General Government**

General Government - (continued)

Long Terms Goals and Issues

- To develop strategies, programs and activities so that all children and youth become resilient, empowered, productive and engaged citizens.
- To continue to implement programs to: divert youth from the juvenile justice system; support wellness and mental health; meet child welfare needs; prevent teen pregnancy; provide parent education; facilitate positive youth development programs; and outreach to the community.
- To enhance the administrative and technical support services to meet the demands for reporting requirements.
- To remediate the conditions that cause or lead to substance abuse and homelessness.

Performance Measures

Quantitative:

Program or Service	2015		2016		2017	
	Number Served	Direct Svc Hrs.	Number Served	Direct Svc Hrs.	Number Served	Direct Svc Hrs. Est.
Juvenile Justice Services	40	650	51	741	34	716
Emotional Wellness and Mental Health Services:						
➤ Individual Youth and Family Counseling and Case Management	45	1,125	28	675	28	675
➤ Group Work Programs	51	146	49	105	42	91
Teen Pregnancy Prevention	38	14	38	12	35	12
Employment Training	12	196	7	196	9	138
Positive Youth Development Programs (some duplicated)	113	240	39	124	91	185
Collaborative Cultural & Recreational Programs	225	124	174	125	146	84
Community Involvement in Program Events	968	9	803	20	1,250	26
Family Welfare, Advocacy, Case Management, Service Coordination	46	234	29	116	25	100
Scholarships for Programs, Goods and Services	70	NA	124	NA	243	NA
Awards for Outstanding Accomplishments – Individuals and Groups	20	NA	18	NA	15	NA

General Government - (continued)

Performance Measures

Qualitative:

A total of 262 surveys were submitted by participants in Youth Services social group work and positive youth development programs eliciting anonymous feedback to evaluate performance and satisfaction. Participants ranked responses using a scale from 5-strongly agree to 1-strongly disagree, and 0 indicating does not apply. Below is a summary of the results by the percentages of participants who responded that they strongly agree or agree with the following statements based their experience:

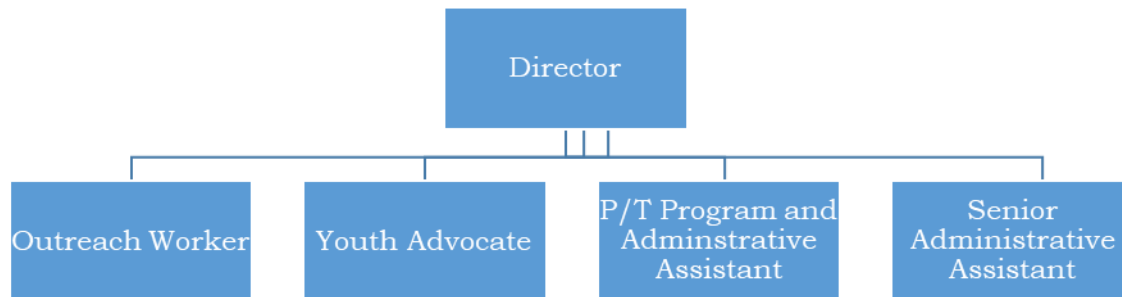
- 98.6% The program was a great experience.
- 97.6% I trust the staff I know in the program.
- 96.5% The staff explained what I needed to do while in the program.
- 95.7% I can use what I have learned in the program.
- 95.0% The staff understood my needs and interests.
- 92.6% I gained new skills and knowledge while in the program.
- 95.7% I felt safe in the program.

Other data is being collected and analyzed through work products and a State-wide databank to assess program outcomes with regards to academic growth, school attendance and behavior.

Expenditure and Position Summary

	2016 Actual	2017 Estimated	2018 Budget
Salary Expenditures	\$265,015	\$278,705	\$281,540
Full time Positions	4.5	4.5	4.5

Organizational Chart



**Program Summaries-
General Government**

General Government - (continued)

Youth Commission

Youth Services is overseen by an eleven member Commission made up of youth, consumers/parents, school, police, youth agency representatives, and a City Council liaison, whose roles are to continuously study the conditions and needs of youth and make recommendations to City leaders to serve those needs.

Commission Members

Catherine D. Cassin, Chairperson, School Rep.
Kimberly Carmelich, Secretary, Private Youth Provider
Joan Trafford, Consumer/Citizen
Tanya Ledesma, Consumer/Citizen
Barbara Callahan, Consumer/Citizen
Raymond Decker, Consumer/Citizen
Jeff Beauchamp, Police
Joseph Grabowski, Youth under 21 years
Joy Harris, Youth under 21 years
Mikayla Milhomme, Youth under 21 years
Calvin Brown, City Council Liaison

Term Expiration

June 2018
June 2018
June 2018
June 2019
June 2019
June 2018
June 2018
March 2018
March 2018
December 2018
November 2017

Budget Highlights

0011031 YOUTH SERVICES

OBJECT	PROJECT	DESCRIPTION	2016 ACTUAL EXPENDITURE	2017 ORIGINAL BUDGET	2017 REVISED BUDGET	2018 BUDGET REQUEST	2018 JOINT BOARD
SALARIES							
514000		REGULAR WAGES	\$242,341	\$246,160	\$251,355	\$254,690	\$254,690
515100		OVERTIME	1,551	1,640	1,640	1,650	1,650
515200		PART TIME WAGES	18,476	23,060	23,060	22,505	22,505
517000		OTHER WAGES	2,647	2,650	2,650	2,695	2,695
		TOTAL SALARIES	\$265,015	\$273,510	\$278,705	\$281,540	\$281,540
CONTRACTUAL SERVICES							
531000		PROFESSIONAL FEES AND SERVICES	\$56,146	\$60,000	\$60,000	\$60,000	\$60,000
531115		JUVENILE REVIEW BOARD COORDINATION	6,967	6,970	6,970	7,055	7,055
531120		PROJECT AWARE	40,657	41,000	41,000	41,000	41,000
531125		JUVENILE DIVERSION	29,700	0	35,663	0	0
531135		ENCHANCEMENT SERVICES	7,026	0	7,550	0	0
541000		PUBLIC UTILITIES	7,702	8,640	8,640	8,770	8,770
541100		WATER AND SEWER CHARGES	308	320	820	480	480
543000		REPAIRS AND MAINTENANCE	800	700	700	725	725
543100		MOTOR VEHICLE SERVICE	954	1,075	1,075	1,350	1,350
553000		TELEPHONE	1,082	1,620	1,620	1,440	1,440
553100		POSTAGE	212	355	355	300	300
554000		TRAVEL REIMBURSEMENT	133	745	745	500	500
555000		PRINTING AND BINDING	312	350	350	350	350
581120		CONFERENCES AND MEMBERSHIPS	475	525	525	525	525
581135		SCHOOLING AND EDUCATION	580	760	760	760	760
		TOTAL CONTRACTUAL SERVICES	\$153,054	\$123,060	\$166,773	\$123,255	\$123,255
SUPPLIES AND MATERIALS							
561400		MAINTENANCE SUPPLIES AND MATERIALS	\$248	\$250	\$250	\$250	\$250
561800		PROGRAM SUPPLIES	1,048	750	750	750	750
562100		HEATING OILS	4,229	6,425	6,425	5,850	5,850
562600		MOTOR FUELS	865	1,000	1,000	1,150	1,150
569000		OFFICE SUPPLIES	1,225	1,225	1,225	1,225	1,225
		TOTAL SUPPLIES AND MATERIALS	\$7,615	\$9,650	\$9,650	\$9,225	\$9,225
		TOTAL YOUTH SERVICES	\$425,684	\$406,220	\$455,128	\$414,020	\$414,020

INTERDISTRICT COOPERATIVE PROGRAM

Eileen McNulty, Director
Office: 860-314-4690
51 High Street
eileenmcnulty@bristolct.gov

Service Narrative

Adventures in Peacemaking & Diversity brings together 262 young learners from diverse urban and suburban environments to gain a greater understanding and appreciation of cultural diversity while advancing student achievement. Elementary students from third through fifth grade from the suburban school, West Bristol and the urban school, Northend School, participate in year-long programming designed to fundamentally shift the racial, ethnic and economic isolation experienced by students.

Paired sister-classrooms will have three field learning opportunities per school year to provide face-to face collaborative work during the school year. Letter writing with sister-school pen pals, small group discussion, classroom lessons and in-school support strengthen cultural enrichment and high academic achievement. Additional learning days are offered during school Vacation Workshops twice a year, expanding the program beyond the school calendar for 100-120 students. All students develop skills and form attitudes that will enable successful integration into the diverse environments that await them in the future.

Program lessons align with Common Core State Standards and utilizes the researched-based models of Readers and Writers Workshops and Positive Behavioral Intervention and Support (PBIS). Two hundred twenty students in 12 participating classrooms learn a common language that emphasizes appreciation of differences and character aspects that are attributable to “*peaceable people*.” Positive, meaningful interactions and relationships between students are encouraged through the implementation of PBIS contracts in classrooms - defining each classroom’s commitment to becoming “Peaceable People.” Each student is matched with a pen pal from their sister-school and exchanges letters, practicing writing skills through inquiry about their new friend. Parallel classroom sessions in multicultural awareness, social studies and science craft a common base of understanding and enrich curriculum-based learning.

During field-learning experiences, students work with their sister school pen pal to explore and conduct experiments, employing the scientific method and utilizing critical thinking. Experiential learning energizes students and motivates engagement in high-level concepts. Collaborating artists with expertise in ethnic and local history, experiential educators and social workers, work in concert with classroom teachers to connect academics to culture and community.

During school vacations, learning is deepened for up to 120 students who voluntarily participate in theme-based Vacation Workshops during the spring and summer. These workshops engage students in varying learning styles and provide opportunities for diverse peers to work cooperatively while building critical interdisciplinary academic skills. For instance, the “Peaceable Woods” Summer Workshop takes place at the Pine Lake Challenge Course and uses experiential learning opportunities to reinforce concepts of habitats, recycling, weather, the water table, the senses, forces in motion, colonization, people and places and passports to travel. This 5-day immersion incorporates “Challenge by Choice” philosophy and provides students the chance to exercise mutual support, stretch their leadership muscles and gain greater understanding and empathy for their peers.

General Government - (continued)

Support services are integral to the project, providing students with counseling, support groups and tutoring to holistically connect with students and increase their availability to learn.

Fiscal Year 2017 Major Service Level Accomplishments

- Two hundred sixty-two students benefited from enhanced hands-on/experiential science and/or social studies lessons linked to curriculum.
- Each student practiced writing skills through exchanging pen pals letters.
- Students know and understand the positive behavioral contracts in their respective schools and have learned cultural vocabulary and concepts.
- Students made use of a rich variety of local community resources that allowed opportunities for deep and meaningful learning in content areas, as well as learning about valuing diversity and ethnic history.
- Diverse peers worked cooperatively while building interdisciplinary academic skills and cultural awareness.
- During school vacation in August and June, 52 students participated in 2 workshops enhancing their learning and social skills through experiential and outdoor programming at Pine Lake Challenge Course.

Fiscal Year 2018 Major Service Goals

- Reduce racial, ethnic and economic isolation and increase collaborations.
- Increase academic performance in science, language arts, and social studies integrating unified arts.
- Promote multi-cultural awareness and diversity understanding and build meaningful relationships and leadership skills.

Long-Term Goals and Issues

- To successfully complete a grant application for the next funding cycle and received an award that would restore funding levels to service 3rd, 4th and 5th grade students in the participating schools.
- To access other funds as deemed necessary for the delivery of a quality program.
- To increase collaborations to include a socio-economically diverse suburban rural school district.
- To increase parent involvement in the program design and professional development.
- To prepare students during their formative year to be successful in a multi-culture society and workplace.

Performance Measures

Quantitative:

Population Served		Number of Students		Direct Service Contact Hours/Avg. Per Student	
Grade from	Grade to	2016	2017	2016	2017
3rd	5th	287	262	36	30

General Government - (continued)

Funding for the program was significantly reduced and the program was staffed with a part time, rather than full time employees this year. Still, each classroom of students received the benefit of field learning linked to the social studies and science curriculum and the opportunity to voluntarily register for Vacation Workshops ranging from 12 to 30 hours each. Over 300 hours was spent on indirect and collateral service time to plan, coordinate, advertise, manage, design and write lessons, collect and analyze data, write reports, train staff, consult with teachers and contact with families.

Skills Acquired by Students:

- ☒ Math ☒ Science ☒ Language Arts/Reading
☒ Social Studies ☒ Technology ☒ Art/Music/Drama ☒ Social Skills

Educators' assessments were administered and data was collected using a variety of Common Formative Assessments throughout the year. Measures were designed to assess students' ability to inquire, sort, classify, orally describe and summarize in writing key concepts aligned with grade level expectations in connection with science and social studies core curriculum. Measures for social growth includes pre and post data collected through Student Attitudinal Survey and Participant Questionnaire as well as teachers' observations of student behaviors using a diversity rubric. Facilitators of the Vacation Workshops also complete a rubric daily and students in both the workshops and the support groups complete a post questionnaire. Parent feedback is solicited after field learning experiences and culminating workshop events.

Assessment Used	Pre	Post
Survey of Staff (<i>logs & rubrics</i>)	0%	91%
Survey of Students:	100%	98%
Standardized Tests:	NA	100%
Teacher Made Tests:	0%	50%
Teacher Observations:	91%	91%
Other: RIT/MAP testing and BAS	100%	100%

Qualitative:

Summary Results of Assessments and Overall Key Themes:

Teachers and administrators pointed to the strengths of this project being the science and social studies curriculum and the powerful interpersonal connections, particularly with the Underground Railroad program. While faced with diminished funding challenges, and the challenge of having to hire a new part time coordinator, the project continued to be grounded in a strong focus on academic and social learning. Diversity themes provided a framework for the project and included ethnicity, culture, traditions, observances and appreciation of differences and aspects of character. Whether on the field based experiences or the Vacation Workshops, lessons were designed to connect students to science and social studies content standards that included a focus on the following concepts: habitats, recycling, weather, the water table, the senses, forces in motion, colonization, people and places and passports to travel.

Many teachers provided numerous comments related to student social/emotional/ behavioral progress observed during interactive visits. Observations recorded by classroom teachers on a project rubric and log provided evidence of increasing student participation, teamwork, communication, multicultural understanding, and positive meaningful relationships. Teachers complimented the curriculum connections and logged comments: "Students loved it." "Opportunities for

Program Summaries- General Government

General Government - (continued)

interaction, group decision making and cooperative learning.” “Students worked together and talked about strategies.” “Students experienced hands on activities, shared ideas and genuinely enjoyed each other on this wonderful trip!”

Also, data was collected from 3rd, 4th, and 5th grade students in Bristol and New Britain in an end-of-year Student Questionnaire that was designed to gauge student reflections about their own behaviors, thoughts, feelings, and key learnings in a variety of areas. The data appear to indicate that the students in both schools are making the intended connections, learning intended program outcomes, and enjoying the program components.

A full report is on file summarizing a variety of academic and social measures are used to determine if the project is providing its intended services.

Expenditure and Position Summary

	2016 Actual	2017 Estimated	2018 Budget
Salary Expenditures	\$2,196	\$28,643	\$0
Full Time Positions	1	.70	.70

Budget Highlights

0011033 INTERDISTRICT COOP PROGRAM

OBJECT	PROJECT	DESCRIPTION	2016 ACTUAL EXPENDITURE	2017 ORIGINAL BUDGET	2017 REVISED BUDGET	2018 BUDGET REQUEST	2018 JOINT BOARD
SALARIES							
515100		OVERTIME	2,196	0	2,306	0	0
515200		PART-TIME WAGES	0	0	26,337	0	0
TOTAL SALARIES			\$2,196	\$0	\$28,643	\$0	\$0
CONTRACTUAL SERVICES							
531000		PROFESSIONAL FEES	\$401	\$0	\$2,370	\$0	\$0
559000		OTHER PURCHASED SERVICES	72,147	0	37,063	0	0
TOTAL CONTRACTUAL SERVICES			\$72,548	\$0	\$39,433	\$0	\$0
SUPPLIES							
561800		PROGRAM SUPPLIES	\$1,280	\$0	\$750	\$0	\$0
TOTAL SUPPLIES			\$1,280	\$0	\$750	\$0	\$0
TOTAL INTERDISTRICT COOP PROGRAM			\$76,024	\$0	\$68,826	\$0	\$0

COMMUNITY PROMOTIONS

Service Narrative

The Community Promotions funding provides program grants to non-profit organizations within the City. The Mum Festival and Forestville Memorial Day Parades are supported with Community Promotions funding. Other events throughout the City of Bristol sponsored by this budget include, Opening Night and 4th of July Fireworks at the Bristol Blues baseball games and promotional events throughout the City.

**Program Summaries-
General Government**

General Government - (continued)

Budget Highlights

0011034 COMMUNITY PROMOTIONS

OBJECT	PROJECT	DESCRIPTION	2016 ACTUAL EXPENDITURE	2017 ORIGINAL BUDGET	2017 REVISED BUDGET	2018 BUDGET REQUEST	2018 JOINT BOARD
CONTRACTUAL SERVICES							
583100		CITY PROMOTIONAL ACTIVITIES	\$32,812	\$5,000	\$8,741	\$5,000	\$5,000
583100	16044	CITY PROMOTIONAL ACTIVITIES	600	0	0	0	0
TOTAL CONTRACTUAL SERVICES			\$33,412	\$5,000	\$8,741	\$5,000	\$5,000
OTHER/MISCELLANEOUS							
581770		MAYOR'S COMMUNITY PROMOTIONS	\$25,000	\$25,000	\$35,125	\$25,000	\$25,000
581730		MUM FEST	0	0	0	50,000	50,000
TOTAL OTHER/MISCELLANEOUS			\$25,000	\$25,000	\$35,125	\$75,000	\$75,000
TOTAL COMMUNITY PROMOTIONS			\$58,412	\$30,000	\$43,866	\$80,000	\$80,000

COMMITTEES, BOARDS AND COMMISSIONS

Service Narrative

The Committees, Boards and Commissions overtime line item covers the recording secretaries for miscellaneous committees, boards and commissions within the City for but not limited to the following:

- Board of Ethics
- Cemetery Commission
- Charter Revision Commission
- Commission for Persons with Disabilities
- F.O.I Commission
- Ordinance Committee
- Mayor's Energy Task Force
- Memorial Boulevard Building Committee
- Real Estate Committee
- Transportation Commission

Budget Highlights

0011041 BOARDS AND COMMISSIONS

OBJECT	PROJECT	DESCRIPTION	2016 ACTUAL EXPENDITURE	2017 ORIGINAL BUDGET	2017 REVISED BUDGET	2018 BUDGET REQUEST	2018 JOINT BOARD
SALARIES							
515100		OVERTIME	\$4,273	\$7,050	\$7,050	\$6,500	\$6,500
TOTAL SALARIES			\$4,273	\$7,050	\$7,050	\$6,500	\$6,500
CONTRACTUAL SERVICES							
561800		POSTAGE	\$23	\$50	\$50	\$50	\$50
557700		ADVERTISING	106	500	500	500	500
TOTAL CONTRACTUAL SERVICES			\$129	\$550	\$550	\$550	\$550
SUPPLIES							
561800		PROGRAM SUPPLIES	\$50	\$0	\$0	\$0	\$0
TOTAL SUPPLIES			\$50	\$0	\$0	\$0	\$0
TOTAL BOARDS AND COMMISSIONS			\$4,452	\$7,600	\$7,600	\$7,050	\$7,050